

COLUMBUS STATE

COMMUNITY COLLEGE

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BOARD OF TRUSTEES

Thursday, November 17, 2022
Mitchell Hall
Crane Room (2nd Floor)
6:00 PM

AGENDA

1. Call to Order
2. Roll Call
3. Certification of Conformity with Section 121.22(F) of the Ohio Revised Code
4. Opening Remarks from Vice Chair Fowler
5. Opening Remarks from President Harrison
6. Approval of Minutes
7. Approval of Revisions to Capital Expenditures Policy 9-02.....1
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12.	Old Business	
13.	New Business	
14.	Annual Organization of the Board	
a.	Report from the Nominating Committee	
b.	Election of Officers	
15.	Public Participation	
16.	Executive Session (<i>if needed</i>)	
17.	Adjournment	



Columbus State Community College Board Action Sheet

DATE: _____

SUBJECT

Revisions to Capital Expenditures Policy 9-02.

BACKGROUND INFORMATION

Policy 9-02 was last updated in 2005. The proposed revision adds language to address the approval of overages on capital expenditure estimates that have been approved by the Board of Trustees.

The proposed revisions include a general cleanup of the policy language and removes redundant language.

Procedures related to the policy have been updated and will be implemented subsequent to the Board of Trustees approval of the revised policy.

RECOMMENDATION

That the Board of Trustees approve the proposed revisions to Policy 9-02, as presented, with an effective date of November 17, 2022.

(A) Purpose: To require Columbus State Community College to be strategic in the use of its facilities and equipment resources to meet its mission, and to maintain safe and attractive facilities and to do so in a responsible manner.

(B) The eCollege's campuses are those locations at which the eCollege owns the property, and on which there is potential for growth in the number of degrees and certificate programs offered.

Other facilities at which the eCollege provides course and service offerings shall be considered college sites.

(C) The eCollege shall maintain a master plan and facilities plans that consider its campuses AND COLLEGE sites ~~and other facilities, and~~ that reflect the eCollege's mission and strategic direction.

(D) ~~The Board of Trustees shall approve and amend all capital project and equipment budgets.~~

(DE) The eCollege shall properly maintain its assets, including systems and utility infrastructures.

(FE) In administering capital budgets, the eCollege will abide by eCollege policy and procedure, and all applicable federal, state and local statutes and regulations. THE BOARD MAY DELEGATE AUTHORITY TO THE PRESIDENT TO PROCEED WITH DESIGN OR CONSTRUCTION OF CAPITAL PROJECTS PREVIOUSLY APPROVED BY THE BOARD IF ESTIMATES EXCEED THOSE INCLUDED IN THE RESPECTIVE BOARD ACTIONS, AS LONG AS THE ESTIMATES DO NOT EXCEED A MATERIAL THRESHOLD AS DETERMINED BY THE BOARD. OVERAGES WITHIN THE MATERIAL THRESHOLD SHALL BE REPORTED TO THE BOARD AT ITS NEXT BOARD MEETING IN WRITING ALONG WITH APPROPRIATE RATIONALE FOR THE ESTIMATED OVERAGE. OVERAGES THAT EXCEED THE MATERIAL THRESHOLD WILL BE BROUGHT BACK TO THE BOARD FOR APPROVAL.

(GF) The President ~~shall~~ MAY establish procedures to administer this policy.

Board Meeting Schedule – 2023

COMMITTEE OF THE WHOLE MEETINGS

<u>Date</u>	<u>Time</u>	<u>Location</u>
Friday, January 20, 2023	8:00 a.m.	Franklin Hall Boardroom
Friday, March 17, 2023	8:00 a.m.	Franklin Hall Boardroom
Friday, May 19, 2023	8:00 a.m.	Franklin Hall Boardroom
Friday, July 21, 2023	8:00 a.m.	Franklin Hall Boardroom
Friday, September 15, 2023	8:00 a.m.	Franklin Hall Boardroom
Thursday, November 9, 2023*	8:00 a.m.	Franklin Hall Boardroom
Friday, January 19, 2024	8:00 a.m.	Franklin Hall Boardroom

*(Third Friday of odd-numbered months only. Other meetings may be called according to need).
Adjusted due to conflict

BOARD OF TRUSTEES MEETINGS

<u>Date</u>	<u>Time</u>	<u>Location</u>
Thursday, January 26, 2023	6:00 p.m.	Mitchell Hall Crane Room
Thursday, March 23, 2023	6:00 p.m.	Delaware Campus
Thursday, May 25, 2023	6:00 p.m.	Mitchell Hall Crane Room
Thursday, July 27, 2023	6:00 p.m.	Mitchell Hall Crane Room
Thursday, September 28, 2023	6:00 p.m.	Mitchell Hall Crane Room
Thursday, November 16, 2023*	6:00 p.m.	Mitchell Hall Crane Room
Thursday, January 25, 2024	6:00 p.m.	Mitchell Hall Crane Room

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



Columbus State Community College Board Action Sheet

DATE: _____

SUBJECT

Naming of Facilities in the School of Hospitality Management and Culinary Arts, Mitchell Hall.

BACKGROUND INFORMATION

Policy No. 1-14 was established to bestow the honor of naming College facilities and units to recognize financial contributions to support the physical space named, to recognize exceptional service, and to recognize long-term and significant financial contributions to the College. The responsibility and authority for naming a unit or facility shall be that of the Board of Trustees, acting after receiving a recommendation from the Naming Advisory Committee.

Beginning with the lead gift of \$2.5 million from Cameron Mitchell, fundraising for the new School of Hospitality Management and Culinary Arts building now exceeds \$10 million. In accordance with policy, the Naming Advisory Committee recommends naming designations in recognition of contributions to the School of Hospitality Management and Culinary Arts as indicated on Exhibit A.

RECOMMENDATION

That the Board of Trustees accepts the recommendation of the Naming Advisory Committee for facilities in the School of Hospitality Management and Culinary Arts.

**RECOMMENDATIONS OF NAMING ADVISORY COMMITTEE
SCHOOL OF HOSPITALITY MANAGEMENT AND CULINARY ARTS BUILDING**

SPACE	LOCATION	PROPOSED NAME	DONOR	GIFT AMT
APPROVED MARCH 2019				
Building	250 Cleveland Avenue	Cameron Mitchell Hall PROPOSED EXTERIOR SIGNAGE: Mitchell Hall	Cameron Mitchell; Cameron Mitchell Restaurants	\$2,500,000
Beverage & Mixology Lab	3 rd Floor, corner	Heidelberg Distributing Company Beverage Lab	Heidelberg Distributing Co. (Miller Family)	\$500,000
Culinary Theatre	1 st Floor	Wasserstrom Foundation Culinary Theatre	Wasserstrom Company	\$500,000
Bakery Production Lab	1 st Floor, next to Bakery Café	Bundy Baking Solutions Lab	Bundy Baking Solutions (Bundy Family)	\$250,000
Production Kitchen	1 st Floor serving restaurant & catering	Ingram-White Castle Foundation Production Kitchen	Ingram-White Castle Foundation	\$250,000
Board Room	1 st Floor	American Electric Power Foundation Board Room	American Electric Power Foundation	\$250,000
Conference Center Breakout #1	2 nd Floor, corner section with balcony	Crane Group Breakout Room	Crane Group (Crane Family)	\$200,000
Large Classroom & Conference Room	3 rd Floor above entrance	Columbus Hospitality Management Classroom	Columbus Hospitality Management (Charles Lagarce)	\$100,000
Distinguished Alumni Wall	1 st Floor	American Culinary Federation & Renee & Ziggy Allespach Distinguished Alumni	American Culinary Federation & Renee & Ziggy Allespach Fund of the Foundation	\$100,000
Outdoor Amphitheater	Outdoor amphitheater	Keith & Donica Key Outdoor Amphitheater	Keith & Donica Key	\$100,000
Student Gallery	2 nd floor top of staircase	Tracy & David Harrison Student Gallery	Dave & Tracy Harrison	\$50,000
Monumental Staircase	Culinary Hub	Elford Staircase	Elford Construction Company	\$50,000
Classroom	3 rd Floor NE Classroom	Rich & Karen Rosen Classroom	Rich & Karen Rosen	\$50,000
Student Collaboration Room #2	3 rd Floor near teaching kitchens	Zink Foodservice Collaboration Room	Zink Foodservice	\$50,000
Bakery Patio	Outdoor patio adjacent to bakery	Budros Family Bakery Patio	Jim & Susan Budros	\$50,000
Chef's Table #1 in Culinary Theatre	Moveable table at front of theatre	Bob & Mary Frances Restrepo Chef's Table	Bob & Mary Frances Restrepo	\$25,000
Chef's Table #2 in Culinary Theatre	Moveable table at front of theatre	Jeff & Cathy Lyttle Chef's Table	Jeff & Cathy Lyttle	\$25,000
Elevator #1	Elevator	Marcellus A. Upshaw Elevator	Marcellus Upshaw	\$15,000

APPROVED SEPTEMBER 2021				
Center Collabridge	Collabridge at top of staircase	Radigan Alaimo Family Collabridge	Dianne Radigan & Family	\$25,000
Outdoor Learning Space	East side of building	Cynthia Walker Outdoor Learning Lab	Kirt & Cynthia Walker	\$50,000
Degrees Patio	Restaurant patio on Cleveland Avenue	The Columbus Foundation Patio	The Columbus Foundation	\$200,000
Classroom/2 nd floor	NW Corner Classroom, 2 nd floor	Thomas R. Gross Family Foundation Classroom	Thomas R. Gross Family Foundation	\$100,000
Innovation Kitchen	1 st Floor	Nationwide Foundation Innovation Kitchen	Nationwide Foundation	\$250,000
West Collabridge	Collabridge overlooking Cleveland Avenue	Huntington Collabridge	Huntington Bank	\$50,000
3 rd floor classroom across from mixology lab	Across from Beverage – Mixology lab	Lana & Ed Hillebrand Classroom	Lana & Ed Hillebrand	\$50,000
East Collabridge	Collabridge overlooking east campus	Rick & Nicole Ritzler Collabridge	Rick & Nicole Ritzler	\$25,000
3 rd floor study space	Open study space outside faculty offices	Crawford Hoying Study Space	Crawford Hoying	\$50,000
2 nd floor student collaboration space #1	2 nd floor enclosed rooms above staircase	Creative Mobile Interiors Student Collaboration Room	Creative Mobile Interiors	\$25,000
2 nd floor student collaboration space #2	2 nd floor enclosed room above staircase	Gilbane Building Company Student Collaboration Room	Gilbane Building Company	\$25,000
3 rd Floor Teaching Kitchen	Room 320	Ecolab Teaching Kitchens	Ecolab	\$400,000
3 rd Floor Teaching Kitchen	Room 324	Ecolab Teaching Kitchens	Ecolab	
3 rd Floor Student Collaboration Room #1	Between the Ecolab Kitchens	Premier Produce One Student Collaboration Room	Premier Produce One	\$50,000

APPROVED SEPTEMBER 2022				
3 rd Floor Climate Controlled Kitchen	Room X318C	Michael's Finer Meats & Seafoods Kitchen	Michael's Finer Meats & Seafoods	\$250,000
2022 NEW NAMED SPACES FOR APPROVAL				
2 nd Floor Business Office Across from Crane Room	Room 221	Event Source Business Center	Event Source	\$25,000



COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

DATE: _____

SUBJECT:

Adoption of FY22 Efficiency Report.

BACKGROUND INFORMATION:

Section 3333.95 of the Ohio Revised Code requires that the Chancellor maintain an efficiency advisory committee made up of representatives from all of Ohio's public higher education institutions for the purpose of "generating institutional efficiency reports for campuses, identifying shared services opportunities, streamlining administrative operations, and sharing best practices in efficiencies among public institutions of higher education." The Ohio Revised Code also requires the Chancellor to compile efficiency reports from all public institutions into a statewide efficiency report, which must be provided to the Office of Budget and Management (OBM), the Governor, the President of the Senate, and the Speaker of the House of Representatives by December 31 of each year.

Columbus State's FY22 Efficiency Report has been developed by College leaders guided by templates provided by the Ohio Department of Higher Education (ODHE). The report is organized into four sections: Efficiency and Effectiveness, Academic Practices, Policy Reforms, and Future Goals. It also includes three appendices that were requested by ODHE. The report was submitted to the Ohio Department of Higher Education on October 14, 2022, as required, pending Board approval.

Columbus State developed the Efficiency Report by consulting with leadership from across the college, and includes many efficiency measures that exemplify the college's commitment to stewardship, affordability, and student success.

RECOMMENDATION:

That the Board adopt the College's FY22 Efficiency Report as attached.

COLUMBUS STATE

COMMUNITY COLLEGE

October 14, 2022

The Honorable Randy Gardner
Chancellor
Ohio Department of Higher Education
25 South Front Street
Columbus, Ohio 43215

Dear Chancellor Gardner,

Attached is Columbus State Community College's FY22 efficiency report as required per Section 3333.95 of the Ohio Revised Code. The attached responses are pending approval from the Columbus State Board of Trustees, which is expected in November.

The College began to transition back to in-person operations over FY22 and were guided by the following principles:

- *Invest in innovation and economic recovery:* Accelerate equitable student, institutional, and community outcomes; reduce financial stability barriers for students; and recover students who have stopped out because of the pandemic.
- *Practice exemplary financial stewardship:* Make short-term investments (2-3 years) with the long-term vision in mind; implement efficient operational practices learned during the pandemic, as applicable; and ensure long-term financial stability.
- *Continue to prioritize safety, health, and well-being of internal workforce and students:* Integrate diversity, equity, and inclusion principles into all that we do; and maintain a safe and healthy workplace.

The attached FY22 efficiency report highlights some of the work that was accomplished while also exemplifying the above principles.

As the College began development of the FY23 budget, it recognized that it was going to take time to fully recover from the impacts of the pandemic and that some ways of doing business may never be the same. So, while FY23 represents the third full academic year since the pandemic began, the College is also viewing it as the first year of a three-year recovery. Enrollment declines since the pandemic began directly hinders the region's employers from obtaining the talent that they need. Columbus State was a leader in the community's efforts to navigate, respond to, and inform future strategies for community recovery. This leadership role will continue as the community looks to Columbus State as a key to talent development for the region's economic recovery.

DAVID T. HARRISON Ph.D. PRESIDENT

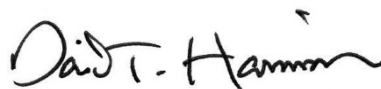
Following are just a few examples of collaborative partnerships and initiatives that are underway to meet the needs of our students and help our community recover:

- *Columbus Promise:* Announced in November 2021, Columbus Promise is a joint initiative of the City of Columbus, Columbus City Schools, I Know I Can, and Columbus State Community College that has strong funding support from the City, community, and corporate philanthropy. Qualifying students receive at least six semesters of tuition-free education as well as \$500 per semester to help pay for books, technology, and other life expenses. Students also receive a dedicated advisor to help them transition from high school to college, align career and educational goals to an academic plan, and identify the supports needed to stay on track to completion. This fall over 629 students enrolled in the program, doubling the number of students coming from Columbus City Schools in recent years.
- *Intel's Ohio Investment:* When Intel announced a \$20 billion investment in Ohio to develop 1,000 acres of land in Licking County into two production hubs, Columbus State was immediately asked to collaborate with Central Ohio leaders to determine how the talent needs for the estimated 7,000 construction jobs and 3,000 permanent high-tech jobs at Intel would be met. The August signing of the federal CHIPS and Science Act into law is now expected to dramatically accelerate Intel's investment in Central Ohio resulting in tens of billions of additional dollars in expanded factory development and 12,000 or more total new jobs in direct Intel employment. This does not account for all the additional jobs that will be necessary to meet the workforce needs of Intel's supply chain. With about 70% of the Intel jobs being technician roles that require no more than an associate degree, Columbus State began working with the Ohio Association of Community Colleges and the State to determine what curricular development was necessary to train and educate individuals for these jobs. As a result, Intel awarded \$2.8 million to support the Ohio Semiconductor Collaboration Network that will be led by Columbus State and that will create open, sharable curriculum for integration among all 23 community colleges in Ohio.
- *Capital Plan Implementation:* Franklin County voters approved a \$300 million bond issue in support of Columbus State's \$441 million capital plan approved by its Board of Trustees in September of 2019. Over the summer of 2020 the College issued its first series of bonds and then began to address overdue deferred maintenance needs as well as planning to ensure that implementation is mindful of the changes that the pandemic might have on space needs. The strategic investment plan that is being finalized now has already led to the advancement of two upgrades in priority industry sectors:
 - The College is currently designing a new Early Childhood Education Center - an industry dramatically impacted by the pandemic. The 100-student center will serve as a learning lab for students aspiring to be early childcare education professionals while also providing essential early childcare and educational services to the children of Columbus State students, employees, and the community. The center is expected to open in the fall of 2023.

- The search for an architect is underway to transform property the College purchased on East Spring St. to serve its automotive technology program. The new location will provide a modern work environment for the program and position the College to be a leader in education and training for the next generation of automotive repair technologists and technicians. It will also enable expansion of manufacturer-sponsored programs.
- *New Student Information System (SIS)*: The College selected Workday as its new enterprise reporting system to serve its financials, human resources, and student information system needs. The HR and financial management modules were the first phase of implementation and are expected to go live in January of 2023, followed by the student information system modules beginning in academic year 2024-2025. The new system will not only eliminate many ancillary systems that lead to manual and inefficient operations, but will also provide students a more robust and user-friendly system to navigate their educational pursuits at the College.

As always, thank you for your continued support. Please let me know if you need any additional details on the information included in Columbus State's report.

Respectfully,

A handwritten signature in black ink that reads "David T. Harrison". The signature is written in a cursive style with a small arrow pointing to the top of the letter 'i' in "Harrison".

David T. Harrison
President



FY22 Efficiency Report

Columbus State Community College

Section I: Efficiency and Effectiveness

- 1. Each institution should regularly identify and evaluate its major cost drivers, along with priority areas that offer the best opportunities for efficiencies. Institutions should also track their progress in controlling costs and improving effectiveness.**

- a) What ratios, metrics, or benchmarks does your institution utilize to evaluate operational efficiencies and the appropriate balance of instructional vs. administrative expenses? How is such data utilized by your institution? Please summarize and provide an overview of your performance based on each measure.

As reported last year, Columbus State maintains an Instructional Cost Model (ICM) which allocates the College's revenues and expenditures across courses and sections. This internal model is used by departments when conducting academic program reviews. Per section metrics include instructional costs, indirect costs, tuition, subsidy, and average class sizes.

Also, the capital planning work that the College has been implementing over the past two years has included benchmarking several capital and operational items for priority industry sectors that are critical to meeting the workforce needs of Central Ohio. The foundational work in this area has informed and is helping to advance the College's capital planning efforts in an operationally sustainable way.

- b) For definitional purposes, what IPEDS (or other uniformly accepted) expense categories, or subset(s) therein, would you include in instructional expenses and administrative expenses? Please explain.

For external reporting to Ohio's Higher Education Information (HEI) System, the College uses various applicable budget categories to report instructional and administrative expenses. These categories are not used internally to report or analyze expenses. For internal purposes, expense categories in instructional and administrative expenses are analyzed at the functional level and by division. For example, instructional expense categories include faculty and adjuncts, and administrative costs are analyzed by each of the College's divisions.

- c) Are you aware of national models used to benchmark institutional efficiencies? If so, please provide.

The Higher Learning Commission's (HLC) Institutional Update report, the National Community College Benchmarking Project (NCCBP), and the National Community College Cost and Productivity Project (NCCCPC) provide benchmarks or publish metrics that can be used for self-evaluation.

- d) In the last year, has your institution received positive media coverage about operational efficiencies? If so, please provide.

In the last year, Columbus State Community College has been recognized in the media for bringing about efficiencies through its strong collaborations and partnerships.

On November 10, 2021, the College was featured extensively in local media following the announcement of the Columbus Promise program. Columbus Promise is a partnership between the City of Columbus, Columbus State, Columbus City Schools (CCS), I Know I Can, and private partners that will provide tuition-free education at Columbus State for graduating CCS seniors, starting with the Class of 2022. Links are provided here: [WCMH-TV \(NBC 4\)](#) [WSYX-TV \(ABC 6\)](#) [WBNS-TV \(10TV\)](#).

[Columbus Dispatch](#) [Columbus Business First](#) (These articles may only be viewable with a subscription)

On January 19, 2022, the College was featured in an Automation World trade publication article about building a mixed lab space and partnering with Universal Robots on a program where local manufacturing employees and Columbus State students can gain hands-on experience with a new breed of collaborative robots (cobots). This innovative program comes amid the 2021 formation of the U.S. Federal Advanced Robotics for Manufacturing Institute (ARM) and ODHE permitting Universal Robot's training curriculum on Ohio's industry-recognized credential list so that students will now be able to receive college credits for the program.

On March 17, 2022, Columbus State Community College was centered in the groundbreaking news that Intel, one of the world's largest semiconductor chip manufacturers, would be investing \$100 million in educational funding in Ohio as part of its broader \$20 billion investment of production in Ohio, with an additional \$50 million match in NSF grants. This information was well covered in local media. Links are provided here: [Associated Press](#) [WBNS-TV \(10TV\)](#) [WCMH-TV \(NBC 4\)](#) [WSYX-TV \(ABC 6\)](#)

[Columbus Dispatch](#) (This article may only be viewable with a subscription)

Additional information on the impact of the Intel partnership can be found within this report in the cover letter.

2. Regional Compacts

ORC Section 3345.59 requires regional compacts of Ohio’s public institutions, with an executed agreement in place by June 30, 2018, for institutions to collaborate more fully on shared operations and programs. The section identifies nine areas to be addressed to improve efficiencies, better utilize resources and enhance services to students and their regions. Per paragraph E of that section:

(E) Each state institution of higher education shall include in its annual efficiency report to the chancellor the efficiencies produced as a result of each compact to which the institution belongs.

Please discuss efficiencies gained or opportunities for future partnerships in any of the relevant categories below.

Columbus State formed the Central Ohio Region Higher Education Compact (CORHEC) along with Central Ohio Technical College, Marion Technical College, North Central State College, and The Ohio State University as required by law. Each CORHEC member is also a member of the Central Ohio Compact that Columbus State has led since 2011. The Central Ohio Compact is a regional collaboration between government officials, K-12s, public and private institutions of higher education, social service programs, and workforce/economic development professionals, with a goal of 65% of adults holding a postsecondary credential in Central Ohio by 2025. Many regional efficiencies have been gained through this broader compact.

Category	Description
Reducing duplication of academic programming	The Low Enrollment Course and Program and Duplicate Program Report that is due this year was completed per instructions from ODHE and submitted on 09/28/2022.
Implementing strategies to address workforce education needs of the region	
The Ohio Semiconductor Collaboration Network	See cover letter and response to Question 1d.
Capital Planning Implementation	See cover letter.
Other Workforce Education work	See pages 45-47 of CSCC’s 2022 Completion Plan submitted on 06/30/2022.

Sharing resources to align educational pathways and to increase access within the region

Exact Track Program:

In August of 2019, the College launched the Huntington Exact Track program, in partnership with Huntington National Bank and Franklin University offering an accelerated business program for Huntington associates to earn an associate and bachelor's degree in a lock-step cohort model. Huntington pre-pays tuition to eliminate the financial barrier for associates. Initially offered as a hybrid model, the program has moved entirely online as a result of the pandemic.

Columbus Promise

In the first graduating class of the Exact Track program, eighteen students had their Associate of Applied Science in Business Management degrees conferred in SP22, successfully completing eight semesters of coursework. The graduates will continue on to earn their bachelor's from Franklin University.

The Forward Together Program (outlined below) provided critical input to successfully stand up the Columbus Promise Program, which is highlighted in the cover letter and the response to Question 1d.

(Forward Together: Columbus State used its federal HEERF funds to support high school seniors who disengaged from their education during the pandemic. Staff worked with local public schools and community organizations to identify recent high school graduates without career/academic plans, who could benefit from guidance and support in taking first steps toward education and careers in healthcare and construction/skilled trades. Students were provided with a navigator—a personal coach who worked with a group of no more than 30 students, served as a hands-on holistic advisor, and connected students to resources at the College and in the community. Program participants received full educational support (tuition, fees, books) from Columbus State, as well as a monthly stipend in the form of a progress award.)

Reducing operational and administrative costs to provide more learning opportunities and collaboration in the region

CCP Online Academy:

In FY21, a number of online courses were made available exclusively for College Credit Plus (CCP) students. These courses helped school districts with some of the challenges they were facing while they were mostly virtual. In FY22, no specific CCP academy classes were necessary to run since Columbus State has continued to offer so many robust online options.

Employee Sponsored Programs:

Over the last several years, the Health & Human Services Division has partnered with employers to sponsor incumbent and potential employees, often via the College's Office of Partnerships & Programs. These partnerships provide a streamlined enrollment, registration, and fee payment process for students and employers who sponsor the students via their tuition pre-imburement benefits. There are several benefits to these programs operationally. Benefits for students include saving money on tuition, access to advising, access to student services, and set schedules from the College and often employers. Students can take more credits and finish quicker because the employer usually provides schedules that allow for the coursework to be completed, as opposed to students developing a schedule around their work commitments. The main benefit to employers is finding quality talent to meet their workforce needs.

Online classes continue to be very popular with CCP students. The convenience of flexible schedules and the ability to stay on-site at their high school has made these classes very attractive, and many districts are seeking more online options (particularly options that do not require on-campus assessments). A "live-online" option was explored for IT, but feedback from district partners showed that students needed the flexibility of a truly web-based/online anytime class. Live-online courses include components of real-time online instruction.

A few examples of employee sponsored programs are:

Nursing/TRIO and Nationwide Children's Hospital pilot: A small number of RN students, who must qualify for TRIO (a federally funded program that serve students from disadvantaged backgrounds), are sponsored by the hospital each year. This partnership was developed to increase access to students from underrepresented zip codes in the service district.

Respiratory Therapy: Twelve students are currently sponsored by hospital systems. The program stood up a part-time option to accommodate this program.

Law Enforcement Academy and Columbus Division of Public Safety: The City of Columbus paid for eleven Department of Police interns (from a special program to increase diversity in the police force) to attend Columbus State's Law Enforcement Academy.

Enhancing career counseling and experiential learning opportunities for students

Advising and Career Services Department

In 2021, the College moved Career Services under Student Affairs and created the Department of Advising and Career Services. This new department brings together academic advising and career exploration and development, helping students to better align their education pathway to the career they are pursuing. Additional training, professional development, and structure for academic advisors, as well as a newly created centralized advising center are allowing the department to provide students greater access to career exploration and development and experiential learning opportunities.

In partnership with the Office of Talent Strategy, the College created a new position to help connect students with employers seeking talent. The Employer-Student Engagement Coordinator will partner with employers, faculty, and staff across academic and non-academic departments to connect students with employer partners.

The IT Flexible Apprenticeship (ITFA), Modern Manufacturing Work Study (MMWS), and Nationwide Financial Services Apprentice Programs:

These programs continued to offer effective “earn and learn” opportunities for students with collaboration from the Offices of Advising and Career Services and Employer Engagement and Experiential Learning (EEEL).

Results for the ITFA, MMWS, and Nationwide Apprentice programs:

- ITFA – The 2022 ITFA Cohort began with 87 students, of which 56 completed the career and academic requirements to interview with partner employers, and 34 students accepted an apprenticeship offer across 10 partner employers. The average wage of these apprenticeships was \$22.94, with a range of \$18.25 - \$25.10.
- MMWS – The 2020 Cohort: 27 students were hired for paid experiential learning positions with 15 Central Ohio employers. The average hourly wage for these positions was \$18.71. Additionally, 17 students completed the program with an average starting salary of \$50-\$60K. The 2021 Cohort: 55 students started in AU21, and 31 students were hired for paid experiential learning positions in the spring with 15 Central Ohio employers. The average hourly wage for these positions was \$21.87.
- Nationwide – The pre-pilot began with the selection of two students who were already attending Columbus State. One of the participants

	<p>graduated and remains employed at Nationwide; the other participant is on pace to graduate in AU22 and has been offered a position in Arizona beginning in January 2023. The pilot began with seven students recruited from two Columbus City Schools (Linden McKinley and Northland). Each student began taking courses in AU21 and five students persisted and began working in apprentice positions at Nationwide in January 2021. As of September 2022, four participating students are still employed. All are earning \$21.00 per hour and working up to 20 hours per week.</p>
<p>Expand alternative education delivery models such as competency-based and project-based learning</p> <p><u>Live Online:</u> Synchronous online course delivery was added to the College’s distance learning program. Alternative delivery models such as this provide flexibility for students and are increasingly being recognized for having additional educational effectiveness.</p>	<p>The College added 20 Hyflex teaching classrooms outfitted with high-end instructor stations, document camera, advanced audio capabilities, student and faculty cameras and television screens to enable faculty to more effectively deliver simultaneous face-to-face and virtual instruction and more dynamic live online instruction. The College’s Learning Management System was enhanced, and virtual proctoring software was expanded. The development of online course assets and eBooks has also increased.</p>
<p>Collaboration and pathways with information technology centers, adult basic and literacy education programs and school districts</p> <p><u>New Skills Ready Network:</u> Columbus, Ohio is one of the six sites selected to participate in the New Skills Ready Network. This five-year initiative, launched by JPMorgan Chase & Co. in 2020, aims to improve student completion of high-quality career pathways. It is a collaborative effort led by Ohio Excels which includes Columbus City Schools (CCS), Columbus State, The Ohio State University (OSU), the Ohio Department of Education, and Ohio Department of Higher Education to advance career pathways that align to postsecondary education opportunities, particularly for students in underserved communities.</p>	<p>The partnership with CCS and OSU as part of the New Skills Ready Network continues. Specific pathways that lead to high-demand, high-wage jobs in the IT and healthcare sectors have been identified. Moreover, plans for professional development with teachers and counselors have been developed. In addition, new collaborations and opportunities to promote the pathways to students and their families are materializing.</p>

<p>Enhancing the sharing of resources between institutions to expand capacity and capability for research and development</p> <p>Columbus State’s partnerships with institutions have expanded and improved grant opportunities of partner colleges. As of 2022, partnerships exist with Marion Technical College (Marion, Ohio), Rhodes State College (Lima, Ohio), Southern State Community College (Hillsboro, Ohio), and Washington State Community College (Marietta, Ohio). Support provided to other institutions includes identifying grant opportunities, aligning these opportunities to the colleges’ priorities, and development of grant proposals.</p>	<p><u>Marion Technical College (MTC)</u>: During the Autumn of 2021, MTC was awarded \$1,386,875 through the USDOE TRiO Talent Search program which is designed to support and serve youth in grades 7–12. Additionally, Columbus State has partnered with MTC in the 2019 Department of Labor Scaling Apprenticeship grant and the 2019 NSF ATE Information Technology Flexible Apprenticeship grant in the Manufacturing and Information Technology Sector to accelerate the use of unregistered apprenticeships. The Columbus State Grants Office also supported MTC with its active grants by performing mock audits to help evaluate and inform internal controls related to grants management.</p> <p><u>Other collaborative work:</u></p> <ul style="list-style-type: none"> • The Grants Office has begun steps to partner with Southern State Community College on the 2019 Department of Labor Scaling Apprenticeship FLEXTech grant to expand the use of unregistered apprenticeships in the information technology sector. • The Columbus State Grants Office, in partnership with the College’s Welding Department, is engaging regional and state educational partners to replicate a new technology funded through the 2020 NSF ATE award WELDS Ohio. This program provides the technology to affix to welding trainers in labs at college and technical center lab spaces for the purpose replicating welding techniques of individuals aging out of the workforce and produce applicable data to inform academic outcomes.
<p>Identifying and implementing the best use of university regional campuses</p>	<p>This area is not applicable to Columbus State.</p>

<p>Other initiatives not included above</p> <p><u>The Ohio Consortium for Transfer Pathways to the Liberal Arts:</u> This grant-funded project is led by the Council of Independent Colleges and Ohio Foundation of Independent Colleges to build transfer pathways from community colleges to independent colleges in Ohio and to work toward creating sustainable best practices for transfer students to thrive and succeed at institutions throughout the Consortium. This project is part of a national initiative, generously supported by the Teagle Foundation and Arthur Vining Davis Foundations, to enhance communication between community colleges and independent colleges and expand transfer opportunities for students seeking a bachelor's degree in liberal arts and sciences. There are 14 independent colleges and 11 community colleges in Ohio participating in this project to build statewide pathways in biology, psychology, and English.</p>	<p>Work completed this past year includes:</p> <ul style="list-style-type: none"> • <u>September 2021:</u> Chief Academic Officers from a variety of 2-year and 4-year institutions were invited to meet and discuss current transfer initiatives, learn about project goals/timeline, and hear from leaders regarding best practices. Discussion on the ODHE Ohio Transfer 36 that will be part of the transfer pathways began. • <u>January 2022 - August 2022:</u> Faculty teams began developing transfer pathways in biology, English and psychology. In addition, 4-year institutions worked on aligning general education requirements with the Ohio Transfer 36 curriculum. <p>Work planned for the coming year includes:</p> <ul style="list-style-type: none"> • <u>September 2022 - December 2022:</u> Transfer pathway work continues into the Autumn 2022 semester, culminating with a signing ceremony in December at the Ohio Statehouse. • <u>January 2023:</u> Website updates posting the transfer pathway templates for biology, English and psychology are expected to begin. • <u>February 2023:</u> Faculty and transfer administrators will participate in a one-day workshop in Columbus, led by The Gardner Institute for Excellence in Undergraduate Education, with a focus on strengthening transfer culture and the important role of faculty in supporting transfer students. • <u>Spring 2023:</u> A webinar will be held on financial aid and scholarships for transfer students, to be attended by pathway faculty, transfer administrators, and other key stakeholders.
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3. Co-located Campuses

ORC Section 3333.951(B) requires Ohio’s co-located colleges and universities to annually review best practices and shared services in order to improve academic and other services and reduce costs for students, and to report their findings to the Efficiency Advisory Committee.

This recommendation is not applicable to Columbus State.

Section II: Academic Practices

This section covers areas more directly related to instruction, with an emphasis on savings strategies related to the cost of textbooks, and the expanded use of alternative instructional materials.

Textbook Affordability

4. Textbook Cost Study

ORC Section 3333.951(D) requires Ohio's public colleges and universities to annually conduct a study to determine the current cost of textbooks for students enrolled in the institution and submit the study to the Chancellor.

(D) Each state institution of higher education shall conduct a study to determine the current cost of textbooks for students enrolled in the institution, and shall submit the study to the chancellor of higher education annually by a date prescribed by the chancellor.

Please attach the analysis of textbook costs developed by your institution labeled "[Institution Name – Academic Year – Textbook Cost Study]" and summarize the results of your institution's study below.

Category	Amount
Average cost for textbooks that are new	\$71.37
Average cost for textbooks that are used	\$50.19
Average cost for rental textbooks	N/A
Average cost for eBook	\$69.96

Please see [Appendix A](#) for the analysis of textbook costs.

5. Reducing Textbook Costs for Students

- a) ORC Section 3333.951(C) requires Ohio's public colleges and universities to report their efforts toward reducing textbook costs for students.

(C) Each state institution of higher education annually shall report to the efficiency advisory committee on its efforts to reduce textbook costs to students.

Please discuss all initiatives implemented, including those referenced below that ensure students have access to affordable textbooks.

Columbus State faculty has been exploring textbook affordability options for students since 2011, with the establishment of the faculty-led Textbook Affordability Advisory Committee (TAAC). The OER initiative has enabled Columbus State to focus on increasing opportunities for students to access affordable classroom resources, and has enabled the college to honor its commitment to a strong equity and inclusion strategy by building inclusivity and accessibility into its OER resources and development processes.

The College works with faculty to determine the most affordable textbook options for the topics they are teaching. Decisions are always driven by student success. The two most popular means of providing affordable or free options to students are instant access (inclusive access) and OER. Details on these two options are provided below. Analyzing OER work done to-date led to the decision to target higher enrollment courses. To achieve this the College approved adding a part-time librarian to help with the identification of OER resources, an instructional designer to create content, and release time for faculty to develop new OER projects and/or to refresh existing OERs.

- b) ORC Section 3345.025 requires the board of trustees of each state IHE to adopt a textbook selection policy for faculty to use when choosing and assigning textbooks and other instructional materials.

3345.025 The board of trustees of each state institution of higher education as defined in section [3345.011](#) of the Revised Code shall adopt a textbook selection policy for faculty to follow in selecting and assigning textbooks and other instructional materials for use in courses offered by the institution. The policy shall include faculty responsibilities and actions faculty may take in selecting and assigning textbooks and other instructional materials.

In addition, the biennial budget bill, Am. Sub. HB 110, enacted Section 733.20 requiring state institutions of higher education to evaluate textbook affordability initiatives to ensure compliance with Title I, Section 133 of the federal "Higher Education Opportunity Act of 2008."

SECTION 733.20. (A) In furtherance of the State of Ohio's intent to improve affordability in higher education, and in recognition of the positive achievements of the Ohio Faculty Council's October 2017 resolution supporting textbook affordability initiatives, the State of Ohio hereby tasks Ohio's institutions of higher education with evaluating their respective implementation of textbook affordability initiatives.

(B)(1) Consistent with requirements in Title I, Section 133 of the federal "Higher Education Opportunity Act of 2008," institutions of higher education receiving federal financial aid shall disclose required and recommended textbooks not later than the time at which students can first begin to register for a course.

(2) Prior to academic year 2022-2023, the administration of each state institution of higher education, as defined in section 3345.011 of the Revised Code, shall work collaboratively with the institution's faculty senate, or equivalent body, to consider adopting a formally recognized textbook auto-adoption policy.

(C) Not later than August 15, 2022, the board of trustees of each state institution of higher education shall adopt a resolution or otherwise formally vote to affirm or decline adoption of the policy. If the board of trustees adopts the policy as agreed upon by the administration and faculty senate, the state institution shall formally transmit a copy of its resolution to the Chancellor of Higher Education.

1. Has your institution's board of trustees adopted a textbook selection policy consistent with Ohio Revised Code 3345.025? If so, please attach the policy in full length.

The Columbus State Board of Trustees adopted revised language in College Policy 9-05 to address textbook selections. Please see Appendix B: Columbus State Community College – AY22 – Textbook Selection Policy. Procedure 9-05 (B) is still under review and outlines criteria that must be considered for textbook selections. The criteria for this revised procedure are outlined in the response to Question 5c1.

2. Has your institution's board of trustees adopted a textbook auto-adoption policy to ensure compliance with federal law that requires faculty to select textbooks for courses no later than the first day of class registration? If so, please attach the policy. Please also describe the mechanisms for tracking compliance.

Columbus State Policy 9-05 and Procedure 9-05 (B), the latter of which is still under review, details the measures taken by the Columbus State Bookstore and academic departments to assure compliance with federal requirements. Please see Appendix B: Columbus State Community College – AY22 – Textbook Selection Policy. Tracking compliance will be led by the Bookstore through adoption forms described in Procedure 9-05 (B).

3. If the board has not adopted an auto adoption policy, please explain the major reasons that the board declined to adopt such a policy.

Columbus State has not implemented an auto-adoption textbook policy, but faculty did consider it as required in HB 110. Columbus State Policy 9-05 and Procedure 9-05 (B) were revised to align with current practices that were already aligned with both State and federal requirements.

c) Open Educational Resources

1. Has your institution adopted practices/policies to formally encourage the use of OER materials in lieu of purchased materials? Please explain and please include links to information on your institution's website.

Procedure 9-05 (B), which is still under review, indicates that, "Faculty are responsible for selecting quality textbooks and instructional materials that are necessary for students to meet each course's learning objectives. The following criteria shall be considered when selecting textbooks and instructional materials for courses: (a) Affordability (b) Student success outcomes related to the content

contained in the textbooks and instructional materials as well as the platforms on which the textbooks and instructional materials are provided; and (c) Accessibility of textbooks and instructional materials.” OERs align to all these criteria.

2. Has your institution provided support to faculty for the development of OER materials. Please explain and please include links to information on your institution’s website.

The OER Faculty Fellows developed a white paper that shared the history of development and impact of OERs on student success. Additionally, a video was created that documents what OERs are and their purpose; how faculty and instructional designers develop them; how faculty use them; how librarians support the process; and the impact on student persistence, affordability, and student success. Further, the College's first Z-Degree was highlighted. This work supports the College’s equity-minded agenda and ongoing focus on student success. The overview of the College’s OER work and a link to the video can be found on this webpage: [Progress | Columbus State Community College \(csc.edu\)](https://www.csc.edu/progress).

3. What courses did your institution offer during the 2021-22 academic year that used OER? Please fill out the attached template completely. This template will be used to inform a statewide landscape analysis of OER adoption and will be publicly shared in a report.

In FY22, open educational resources (OER) participation included 34 courses with 10,817 students (duplicated count) in the Autumn 2021 term, and 33 courses with 8,272 students (duplicated count) in the Spring 2022 term. For further details see Appendix C: Columbus State Community College – AY22 – IA and OER.

d) Inclusive Access

Inclusive access is defined as an arrangement between an institution, through faculty, and students to offer college textbooks and materials as “included” within tuition and/or a fee assessment, rather than purchased individually by the student. The benefit to faculty and students of inclusive access typically includes a significantly reduced cost per textbook for students, as compared to students buying a new copy of the textbook, and confidence that all students will possess the necessary textbook and/or materials on “day one.” Federal law provides the statutory right for students to “opt-out” of inclusive access if they prefer, which preserves the right of the student to source materials.

1. Does your institution formally encourage faculty to offer inclusive access acquisition of college textbooks as a cost-savings for students? If yes, what mechanisms are in place help promote this strategy with faculty?

Access to affordable course materials continues to remain a priority at Columbus State. The Bookstore along with a cross-functional group of faculty, staff, and administration work together as a part of the Textbook Affordability Advisory Committee (TAAC) to advocate for all effective cost-saving methods, including inclusive access. The committee presents at large events such as campus in-service and FIX (Faculty Idea Exchange) to promote textbook affordability options, especially inclusive access. The Bookstore takes a very active role in the adoption process, communicating with all academic areas and sharing the benefits and opportunities for the

use of inclusive access, which has resulted in a robust program spanning over 100 courses, and still growing, and providing exponential savings to students on their textbook costs.

2. What courses did your institution offer during the 2021-22 academic year that participated in an inclusive access program? Please fill out the attached template completely. This template will be used to inform a statewide landscape analysis of the utilization of inclusive access and will be publicly shared in a report.

In FY22, inclusive access (IA) participation included 11,235 students (duplicated count) in 90 courses during the Autumn 2021 term, and 10,710 students (duplicated count) in 96 courses during the Spring 2022 term. For further details see Appendix C: Columbus State Community College – AY22 – IA and OER.

3. How are students at your institution made aware of their right to opt out of utilizing inclusive access?

Each student enrolled in a course utilizing inclusive access materials receives an email explaining the inclusive access platform and usage, which includes the actions required to opt out of this program. Deadlines, instructions, and contact information for the inclusive access administrator are included in these communications.

- e) Please provide contact information for the person completing this section of the Efficiency Report, so that we may follow up if we have questions.

Phil Sanders, Director (Interim) Bookstore psanders@csc.edu

- f) Other Textbook Affordability Practices

What other practices, if any, does your institution utilize to improve college textbook affordability?

Work performed in FY22 has resulted in savings to students of \$3,230,943.91 including \$235K in shipping savings. Since FY13 CSCC affordability efforts have saved students nearly \$20M (19,985,107.92).

Please provide any relevant information in the table below.

Initiative	Explanation of Initiative	Cost Savings to Students
Apple Pilot Program	Using iBooks in place of textbooks.	No data for FY22
College Credit Plus	10% discount on all College Credit Plus (CCP) textbooks. Required course supplies are paid by the College.	\$80,109
eBook/Access Codes	Using codes instead of physical textbooks.	\$204,115
Eliminated Textbooks	Courses that did not use textbooks.	\$112,041 (Only books eliminated during FY22)

Instant Access (Inclusive Access)	Physical course materials converted into instantly accessible, interactive, and adaptive digital content.	\$1,782,949
OER Initiative	Usage of OER as primary required text.	\$750,639
Reduced Textbook Adoptions	Negotiated lower costs/adoption of cheaper textbooks.	Data not yet available
Used Textbook Savings	Purchasing used textbooks in place of new textbooks.	\$65,790
Free Shipping provided due to COVID-19	CSCC provided free shipping for all online orders through March 31, 2022.	\$235,562

Section III: Policy Reforms

6. Transcript Access

It is common for IHEs nationally to withhold transcripts from students who owe any amount of debt to the institution. Transcript withholding blocks students from re-enrolling both at the debt-holding institution and at other institutions. Transcripts are sometimes withheld in their entirety even when students have fully paid all or most tuition charges, earned their credits through successful completion of coursework and only incurred a nominal debt such as a parking ticket, library fine or other relatively minor assessment.

ORC Section 3345.027 was newly enacted in HB 110 and requires IHE's to release transcripts to potential employers even if the student has an outstanding balance owed to the institution.

Sec. 3345.027. A state institution of higher education, as defined in section 3345.011 of the Revised Code, shall not withhold a student's official transcripts from a potential employer because the student owes money to the institution, provided the student has authorized the transcripts to be sent to the employer and the employer affirms to the institution that the transcripts are a prerequisite of employment.

- a) Has your institution updated its policy on transcript withholding to assure compliance with ORC 3345.027?

Transcripts are released to an employer when it is a condition of employment.

- b. Has your institution taken additional action(s) beyond what is minimally required by section 3345.027 to provide students with access to their transcripts, even if the student owes money to the institution? If so, please describe.

No additional action has been taken at this time.

7. Second Chance Grants

ORC Section 3333.127 was newly enacted in Sub. SB 135 to create the Second Chance Grant program. The program will provide one-time grants of up to \$2,000 to eligible students that “while in good standing, disenrolled from a qualifying institution and did not transfer to a qualifying institution or an institution of higher education in another state in the two semesters immediately following the student’s disenrollment.”

1. Has your institution implemented the “Second Chance Grants” program as described in SB 135? If so, what is the status of the program and approximately how many students have been impacted to date at your institution?

Implementation plans began during AU21 with the intent to start students with the Second Chance Grant beginning SP22. Funding for the program is on a first come first served basis and as funding remains available through ODHE, the College is still pursuing this initiative. The first attempt in 2021 did not yield any participants for this grant opportunity. Feedback from students included: continued fear of the pandemic, focusing on family, and work conflicts.

2. What efforts has your institution made to identify and attract such students that will be able to take advantage of this new initiative?

The following are the steps taken to identify and attract students:

- a. Collaborated with sister community colleges to identify best practices.
- b. Pulled queries to identify potential students who may pre-qualify for the grant based on the outlined criteria. The list contained 470 students.
- c. Created a CSCC Second Chance Application.
- d. Created an email dedicated to Second Chance to easily enable students to recognize the opportunity.
- e. Sent notifications to students who were identified as ‘Pre-Qualified’ regarding the potential to receive a \$2,000 grant to complete their degree.
- f. Identified next steps for students if they responded to the email communications.

8. Additional Practices

Some IHE’s may implement practices that make college more affordable and efficient, but which have not been the topic of a specific question in this reporting template. This section invites your institution to share any positive practices you have implemented that benefit student affordability and/or institutional efficiency.

Please share any additional best practices your institution is implementing or has implemented.

Facilities Management:

LED Upgrades

Facilities Management continues to invest in energy efficient initiatives with LED upgrades. In FY22, the LED upgrades continued in the Delaware Hall men's and women's locker rooms and in the anatomy labs in Union Hall. These upgrades realized savings of over 7,900 watts and approximately \$2,720 annually.

Building Systems Improvements

Facilities inspected the following building systems and made proactive repairs that will avoid more costly reactive repairs.

- Valve Assessment – All valves on campus were assessed for corrosion and wear, and repairs/replacements were made as needed. This evaluation will help avoid valve failure and costly flood damage.
- Fire dampers – Facilities evaluated for inoperable or blocked fire dampers on campus. The proper functioning of these dampers is critical to preventing the spread of smoke and fire in emergency situations.
- Roof preventive maintenance – All roofs were placed on a preventive maintenance program which will help provide early identification of roof problems and identified small repairs will prevent larger more costly repairs.

Solid Waste

In FY22, Facilities evaluated scheduled pick-ups of the compactors on campus and was able to lower the number of pick-ups depending on usage. This on-demand process has saved \$125 for each pick-up that was removed from the schedule.

Recycling Grant

In FY22, Facilities made a strong commitment to expanding and strengthening campus recycling efforts. To demonstrate that commitment and assist in efforts, Facilities Management applied for the 2022 Ohio EPA Recycling and Litter Prevention Program Grant. This is a highly competitive grant program that provides an opportunity for organizations to establish or expand recycling efforts at their institutions. The College was awarded a \$100,000 grant. The recycling work started preceding the grant and over \$5,373 has been generated in FY22 from campus recycling, including cardboard, aluminum, tin, brass, iron, and insulated copper wire. The College's recycling efforts are planned to continue and grow as more recycling containers are placed in buildings and on campus grounds, and as a communication plan to excite and inspire our campus community is being initiated.

Sustainable New Practices

- Carpet squares - Facilities sorted and organized leftover carpet squares from previous projects. This allowed for a clear view of what was available. The carpet remnants were used to carpet multiple offices and small spaces across campus.
- Office Supplies - As staff/department moves increase on campus, so does waste. As items are packed, a great deal of office supplies end up in the regular trash. Facilities sorted through these discarded items and saved office supplies that are able to be used by others on campus.
- Gas to electric tools - Facilities recently switched yard equipment from gas to electric power. This change not only saves fuel but also reduces the hydrocarbon emissions released into the air from the less efficient gas-powered versions.

Cost Savings New Practices

- Batteries - Recycling efforts also extend to the recycling of hundreds of alkaline batteries. A stockpile of batteries was able to be delivered to a no-cost recycling center during a preplanned trip out of Central Ohio.
- Uniform turn-in - Employees were asked to do an inventory of their uniforms and to turn in unneeded uniforms. This one exercise provides \$35/week in cost savings on uniform rentals.
- Bulb crusher - In FY22, the department began crushing fluorescent tubes with a bulb crusher, reducing the need for storage of used lamps, which is required in the process of disposing. This process has also saved approximately 20 hours of labor per 1,000 lamps by crushing rather than boxing; and by pre-crushing these bulbs, approximately 35 cents per bulb is saved in lamp recycling costs.

Asset Disposal:

GovDeals

The College participates in the online government auction site, GovDeals, to efficiently, both environmentally and economically, dispose of no longer needed facility and technology assets, receive their salvage value, and reduce refuse volume and costs. In FY22, \$73,817 in revenue was generated.

Business Services:

Ohio Association of Community Colleges insurance savings

OACC estimates that the College's FY22 savings versus standalone property and casualty insurance was \$339,029, which is \$30,376 more in savings than FY21.

P-Cards

The use of P-Cards continues to yield savings; an estimated \$260,842 in time and effort was saved in FY22 from no longer having to create, print, and mail purchase orders or manual checks, which is \$142,625 more than FY21. Additionally, a \$17,288 rebate was received.

Group Purchasing

Columbus State makes extensive use of group purchasing contracts, which includes participation in: Education and Institutional Cooperative (E&I), Inter-University Council Purchasing Group (IUC-PG), Ohio Association of Community Colleges (OACC), the State of Ohio, US Communities, and others. Savings through the use of IUC-PG were \$453,644.

In-House Printing

The following savings were attained in FY22 through in-house printing:

Item	Savings
1098-T forms	\$11,560
Business cards	\$2,504
Envelopes	\$228

Section IV: Future Goals

The DeWine-Husted administration recognizes that each IHE faces unique challenges and opportunities with respect to the institution's highest priority goals over the next several years. With that in mind, please provide any suggestions about possible roles the state could play in supporting your institutional goals.

9. Please provide your thoughts and suggestions regarding ways the State of Ohio can further support strength, resiliency and reputational excellence in Ohio's post-secondary education system.

During the pandemic, the role of community colleges has become increasingly critical to the ability of employers to meet their changing workforce needs. The pandemic has resulted in the lack of readily available talent, and staffing shortages are endangering the continued health of company operations both large and small. Employers need the availability of more short-term pathways, increased equitable-focused strategies, more support and training of workers in the early stages of their careers, and opportunities for incumbent workers to continually upskill throughout their career – all of which are core to the mission of community colleges. Community colleges must find new ways to meet students where they are in an interrupted or delayed education journey with deeper supports that better address or remove the non-academic barriers in a student's life. Also, many students and their parents do not have the ability to take on new debt so educational pathways and supports must be affordable to them.

ODHE can better position community colleges to meet these employer needs and connect with and support students and parents by promoting and advancing equitable student policies as well as providing targeted funding allocations that are especially important to community colleges:

- Policies that help to improve equity include:
 - Continued support of policies that enhance affordable 3+1 and 2+2 pathways; and
 - Supporting and protecting legislative policies that give underserved students access to the College Credit Plus Program (CCP) and continued removal of existing legislative barriers in the Administrative Code and Ohio Revised Code that hinder

underserved populations from participating in CCP. This program is a pillar to creating equitable access, speeding up the talent pipeline for businesses, and reducing overall student/parent debt.

- Targeted funding needs, particularly for community colleges without a levy, include:
 - Continued funding for short-term certificates that align to in-demand jobs, including the administrative dollars to develop curriculum for employers and ongoing instructional and administrative support;
 - New strategies for funding non-credit on-ramps for unemployed or under-employed individuals that lead to postsecondary pathways and continued career growth or to meet the region's workforce demands;
 - Incentives for earn and learn, pre-apprenticeships, apprenticeships and other similar models;
 - More flexibility in the setting of tuition rates;
 - Increased funding strategies for non-academic barriers of students who attend community colleges (i.e., transportation, food insecurity, childcare, healthcare);
 - Support for high-cost capital equipment in rapidly-changing industries like healthcare, construction management, and modern manufacturing;
 - A state pool of funds or resources to assist colleges with securing curriculum upgrades that keep pace with the changing technology within industries;
 - Funding and/or mechanisms that give education institutions the ability to secure individuals to teach in healthcare courses and in clinical scenarios. It is increasingly challenging for colleges to offer market rate salaries and keep pace with the current competitive wage climate for these roles. Such staffing shortages at colleges will not only impact care, but they will also impact the ability of education institutions to keep up with the replacement pipeline. Innovation in this space is becoming imperative; and
 - Funding for upgrades or the replacement of ERP systems. As ERP systems are increasingly subscription-based, the ability to use State capital dollars is not possible. Such systems are critical to a college's ability to collect data that can assist in identifying, tracking, and targeting equity issues and applied solutions for students; to provide students a successful and stress-free experience with the college; and is foundation to implementing efficient operational practices.

Columbus State Community College			
Academic Year 2021-22			
Textbook Cost Study			
Average Cost for New Textbooks			
New textbook sales in U.S. dollars/Number of new units sold = Average Cost			
Textbook Sales	Units Sold	Average Cost	
\$ 3,889,114	54,495	\$ 71.37	
Average Cost for Used Textbooks			
Used textbook sales in U.S. dollars/Number of used units sold = Average Cost			
Textbook Sales	Units Sold	Average Cost	
\$ 199,390	3,973	\$ 50.19	
Average Cost for Rental Textbooks			
Rental sales in U.S. dollars/Number of textook units rented = Average Cost			
Textbook Rentals	Units Rented	Average Cost	
N/A	N/A	N/A N/A	
Average Cost for eBooks			
eBook sales in U.S. dollars/Number of eBook units sold = Average Cost			
eBook Sales	Units Sold	Average Cost	
\$ 529,421	7,567	\$ 69.96	

BOOKSTORE & TEXTBOOK ADOPTION

Effective September 22, 2022

Policy 9-05

Page 1 of 1

- (A) The College bookstore shall provide for the sale of items and services including, but not limited to, text and reference books, course materials, student supplies, and other products for students and employees.
- (B) Textbook and course material requirements for each semester shall be known to students no later than the first day of student registration for the upcoming semester.
- (C) Faculty are responsible for selecting course textbooks and other instructional materials.
- (D) The President may establish procedure(s) to administer this policy.

DEFINITION OF INCLUSIVE ACCESS

Inclusive access is an arrangement between an institution, through faculty, and students to offer college textbooks and materials as “included” within tuition and/or a fee assessment, rather than purchased individually by the student.

TERM (Fall 2021 or Spring 2022)	COURSE ID	SECTION NUMBER	CCP (YES OR NO)	NUMBER OF STUDENTS ENROLLED*	ESTIMATED SAVINGS
Fall 2021	ACCT-1211	54144	NO	19	\$ 1,684.23
Fall 2021	ACCT-1211	54145	YES	25	\$ 2,216.09
Fall 2021	ACCT-1211	54449	NO	22	\$ 1,950.16
Fall 2021	ACCT-1211	54450	YES	25	\$ 2,216.09
Fall 2021	ACCT-1211	54451	YES	25	\$ 2,216.09
Fall 2021	ACCT-1211	54452	NO	22	\$ 1,950.16
Fall 2021	ACCT-1211	54453	YES	23	\$ 2,038.81
Fall 2021	ACCT-1211	54454	YES	25	\$ 2,216.09
Fall 2021	ACCT-1211	54455	NO	23	\$ 2,038.81
Fall 2021	ACCT-1211	54456	NO	21	\$ 1,861.52
Fall 2021	ACCT-1211	54457	NO	24	\$ 2,127.45
Fall 2021	ACCT-1211	54458	NO	14	\$ 1,241.01
Fall 2021	ACCT-1211	54459	NO	12	\$ 1,063.73
Fall 2021	ACCT-1211	54461	YES	24	\$ 2,127.45
Fall 2021	ACCT-1211	54464	YES	25	\$ 2,216.09
Fall 2021	ACCT-1211	54465	NO	22	\$ 1,950.16
Fall 2021	ACCT-1211	54466	YES	24	\$ 2,127.45
Fall 2021	ACCT-1211	54467	YES	24	\$ 2,127.45
Fall 2021	ACCT-1211	54468	YES	23	\$ 2,038.81
Fall 2021	ACCT-1211	54469	YES	24	\$ 2,127.45
Fall 2021	ACCT-1211	57305	YES	21	\$ 1,861.52
Fall 2021	ACCT-1211	57306	YES	21	\$ 1,861.52
Fall 2021	ACCT-1211	57307	NO	8	\$ 709.15
Fall 2021	ACCT-1212	53871	YES	28	\$ 3,210.03
Fall 2021	ACCT-1212	54473	NO	13	\$ 1,490.37
Fall 2021	ACCT-1212	54474	NO	23	\$ 2,636.81
Fall 2021	ACCT-1212	54475	NO	24	\$ 2,751.45
Fall 2021	ACCT-1212	54476	NO	22	\$ 2,522.16
Fall 2021	ACCT-1212	54477	NO	21	\$ 2,407.52
Fall 2021	ACCT-1212	54478	YES	9	\$ 1,031.79

Fall 2021	ACCT-1212	54479	NO	11	\$	1,261.08
Fall 2021	ACCT-1212	54480	NO	25	\$	2,866.09
Fall 2021	ACCT-1212	54481	NO	24	\$	2,751.45
Fall 2021	ACCT-1212	54482	NO	23	\$	2,636.81
Fall 2021	ACCT-1212	54484	NO	22	\$	2,522.16
Fall 2021	ACCT-1212	57735	YES	18	\$	2,063.59
Fall 2021	ACCT-2211	54486	NO	16	\$	4,029.90
Fall 2021	ACCT-2211	54487	NO	6	\$	1,511.21
Fall 2021	ACCT-2211	54488	YES	16	\$	4,029.90
Fall 2021	ACCT-2232	54490	NO	23	\$	1,204.77
Fall 2021	ACCT-2232	54491	NO	23	\$	1,204.77
Fall 2021	ACCT-2236	54492	NO	13	\$	1,980.96
Fall 2021	ACCT-2258	54500	NO	10	\$	514.06
Fall 2021	ACCT-2266	54501	NO	14	\$	738.50
Fall 2021	ACCT-2299	54502	NO	25	\$	2,252.66
Fall 2021	ASC-1190	54548	NO	10	\$	363.81
Fall 2021	ASC-1190	54549	YES	22	\$	800.39
Fall 2021	ASC-1190	54550	YES	23	\$	836.77
Fall 2021	ASC-1190	54551	NO	23	\$	836.77
Fall 2021	ASC-1190	57146	YES	16	\$	582.10
Fall 2021	ASC-1190	57676	YES	20	\$	727.63
Fall 2021	ASTR-1161	54595	YES	15	\$	2,026.31
Fall 2021	ASTR-1161	54596	YES	23	\$	3,107.01
Fall 2021	ASTR-1161	54597	YES	30	\$	4,052.63
Fall 2021	ASTR-1161	54598	YES	25	\$	3,377.19
Fall 2021	ASTR-1161	57116	NO	13	\$	1,756.14
Fall 2021	BIO-2215	54676	NO	22	\$	2,274.39
Fall 2021	BIO-2215	54677	NO	21	\$	2,171.01
Fall 2021	BIO-2215	54678	NO	24	\$	2,481.15
Fall 2021	BIO-2215	54679	NO	10	\$	1,033.81
Fall 2021	BIO-2215	54680	NO	24	\$	2,481.15
Fall 2021	BIO-2215	54681	NO	23	\$	2,377.77
Fall 2021	BIO-2215	54682	NO	10	\$	1,033.81
Fall 2021	BIO-2215	54683	NO	24	\$	2,481.15
Fall 2021	BIO-2215	54684	NO	20	\$	2,067.63
Fall 2021	BIO-2215	54685	NO	24	\$	2,481.15
Fall 2021	BIO-2215	54686	YES	24	\$	2,481.15
Fall 2021	BIO-2215	54687	NO	22	\$	2,274.39

Fall 2021	BIO-2215	54688	NO	22	\$	2,274.39
Fall 2021	BIO-2215	54689	NO	23	\$	2,377.77
Fall 2021	BIO-2215	54690	NO	23	\$	2,377.77
Fall 2021	BIO-2215	54691	NO	24	\$	2,481.15
Fall 2021	BIO-2215	54692	NO	21	\$	2,171.01
Fall 2021	BIO-2215	54693	NO	21	\$	2,171.01
Fall 2021	BIO-2215	54694	NO	21	\$	2,171.01
Fall 2021	BIO-2215	54695	NO	23	\$	2,377.77
Fall 2021	BIO-2215	54697	YES	9	\$	930.43
Fall 2021	BIO-2215	58144	NO	12	\$	1,240.58
Fall 2021	BIO-2300	54698	YES	23	\$	1,182.34
Fall 2021	BIO-2300	54699	YES	22	\$	1,130.94
Fall 2021	BIO-2300	54700	YES	24	\$	1,233.75
Fall 2021	BIO-2300	54701	YES	17	\$	873.91
Fall 2021	BIO-2300	54702	YES	24	\$	1,233.75
Fall 2021	BIO-2300	54703	NO	20	\$	1,028.13
Fall 2021	BIO-2300	54704	NO	21	\$	1,079.53
Fall 2021	BIO-2300	54705	NO	22	\$	1,130.94
Fall 2021	BIO-2300	54706	YES	23	\$	1,182.34
Fall 2021	BIO-2300	54707	NO	22	\$	1,130.94
Fall 2021	BIO-2300	54709	NO	20	\$	1,028.13
Fall 2021	BIO-2300	54711	YES	24	\$	1,233.75
Fall 2021	BIO-2300	54712	YES	23	\$	1,182.34
Fall 2021	BIO-2300	54713	YES	23	\$	1,182.34
Fall 2021	BIO-2300	54714	NO	21	\$	1,079.53
Fall 2021	BIO-2300	54715	YES	22	\$	1,130.94
Fall 2021	BIO-2300	54716	NO	23	\$	1,182.34
Fall 2021	BIO-2300	54717	NO	21	\$	1,079.53
Fall 2021	BIO-2300	54720	NO	24	\$	1,233.75
Fall 2021	BIO-2300	54721	NO	21	\$	1,079.53
Fall 2021	BIO-2300	54723	NO	23	\$	1,182.34
Fall 2021	BIO-2300	54725	YES	22	\$	1,130.94
Fall 2021	BIO-2300	54726	YES	22	\$	1,130.94
Fall 2021	BIO-2300	54727	YES	21	\$	1,079.53
Fall 2021	BIO-2300	54728	NO	23	\$	1,182.34
Fall 2021	BIO-2300	54729	NO	20	\$	1,028.13
Fall 2021	BIO-2300	54730	NO	23	\$	1,182.34
Fall 2021	BIO-2300	54731	NO	22	\$	1,130.94

Fall 2021	BIO-2300	54733	NO	21	\$	1,079.53
Fall 2021	BIO-2300	54734	NO	21	\$	1,079.53
Fall 2021	BIO-2300	54736	NO	21	\$	1,079.53
Fall 2021	BIO-2300	54737	NO	22	\$	1,130.94
Fall 2021	BIO-2300	54738	YES	20	\$	1,028.13
Fall 2021	BIO-2300	54739	YES	22	\$	1,130.94
Fall 2021	BIO-2300	54741	YES	21	\$	1,079.53
Fall 2021	BIO-2300	61400	NO	23	\$	1,182.34
Fall 2021	BMGT-1101	53896	YES	14	\$	1,322.04
Fall 2021	BMGT-1101	53898	NO	13	\$	1,227.61
Fall 2021	BMGT-1101	54167	YES	16	\$	1,510.90
Fall 2021	BMGT-1101	54168	YES	12	\$	1,133.18
Fall 2021	BMGT-1101	54170	YES	23	\$	2,171.92
Fall 2021	BMGT-1101	54171	NO	21	\$	1,983.06
Fall 2021	BMGT-1101	54772	YES	20	\$	1,888.63
Fall 2021	BMGT-1101	54773	YES	22	\$	2,077.49
Fall 2021	BMGT-1101	54774	YES	20	\$	1,888.63
Fall 2021	BMGT-1101	54776	YES	24	\$	2,266.35
Fall 2021	BMGT-1101	54777	YES	23	\$	2,171.92
Fall 2021	BMGT-1101	54778	YES	25	\$	2,360.78
Fall 2021	BMGT-1101	54779	YES	23	\$	2,171.92
Fall 2021	BMGT-1101	57899	YES	10	\$	944.31
Fall 2021	BMGT-1101	57935	YES	12	\$	1,133.18
Fall 2021	BMGT-1101	57997	YES	9	\$	849.88
Fall 2021	BMGT-1101	58248	YES	14	\$	1,322.04
Fall 2021	BMGT-2200	53905	NO	24	\$	905.40
Fall 2021	BMGT-2200	53906	YES	24	\$	905.40
Fall 2021	BMGT-2200	53907	NO	25	\$	943.13
Fall 2021	BMGT-2200	53908	NO	25	\$	943.13
Fall 2021	BMGT-2200	53909	YES	15	\$	565.88
Fall 2021	BMGT-2200	54178	NO	25	\$	943.13
Fall 2021	BMGT-2200	54179	NO	25	\$	943.13
Fall 2021	BMGT-2200	54180	NO	22	\$	829.95
Fall 2021	BMGT-2200	54181	YES	22	\$	829.95
Fall 2021	BMGT-2200	54182	NO	24	\$	905.40
Fall 2021	BMGT-2200	54183	YES	25	\$	943.13
Fall 2021	BMGT-2200	54787	YES	25	\$	943.13
Fall 2021	BMGT-2200	54788	NO	24	\$	905.40

Fall 2021	BMGT-2200	54789	NO	23	\$	867.68
Fall 2021	BMGT-2200	54790	YES	24	\$	905.40
Fall 2021	BMGT-2200	54791	NO	23	\$	867.68
Fall 2021	BMGT-2200	54792	YES	21	\$	792.23
Fall 2021	BMGT-2200	57026	NO	26	\$	980.85
Fall 2021	BMGT-2245	53912	NO	10	\$	632.38
Fall 2021	BMGT-2250	53914	NO	20	\$	1,173.75
Fall 2021	BMGT-2250	54186	NO	23	\$	1,349.81
Fall 2021	BMGT-2251	54187	NO	9	\$	1,068.20
Fall 2021	BMGT-2258	57057	NO	13	\$	674.94
Fall 2021	BMGT-2258	57058	NO	18	\$	934.54
Fall 2021	BMGT-2258	57059	NO	17	\$	882.62
Fall 2021	BMGT-2258	58180	NO	13	\$	674.94
Fall 2021	BMGT-2258	61283	NO	10	\$	519.19
Fall 2021	BMGT-2299	53918	NO	15	\$	939.17
Fall 2021	BMGT-2299	54191	NO	10	\$	626.11
Fall 2021	BMGT-2299	54799	NO	11	\$	688.72
Fall 2021	BMGT-2299	54800	NO	11	\$	688.72
Fall 2021	BMGT-2299	54801	NO	13	\$	813.95
Fall 2021	BMGT-2299	57030	NO	14	\$	876.56
Fall 2021	BMGT-2299	58179	NO	12	\$	751.34
Fall 2021	BOA-1131	53924	NO	10	\$	759.25
Fall 2021	BOA-1132	54198	NO	4	\$	303.70
Fall 2021	BOA-1150	54199	NO	9	\$	683.33
Fall 2021	BOA-1200	54818	YES	8	\$	607.40
Fall 2021	BOA-1200	54819	NO	12	\$	911.10
Fall 2021	BOA-1300	53928	NO	16	\$	1,214.80
Fall 2021	BOA-1300	54821	NO	9	\$	683.33
Fall 2021	BOA-1300	54822	NO	22	\$	1,670.35
Fall 2021	BOA-1300	54823	YES	15	\$	1,138.88
Fall 2021	CHEM-1100	54832	YES	30	\$	400.50
Fall 2021	CHEM-1100	54833	YES	25	\$	333.75
Fall 2021	CHEM-2251	54877	YES	31	\$	4,503.33
Fall 2021	CHEM-2251	54878	NO	21	\$	3,050.64
Fall 2021	CHEM-2251	54879	YES	25	\$	3,631.72
Fall 2021	CHEM-2251	54880	NO	28	\$	4,067.53
Fall 2021	CHEM-2252	54881	NO	33	\$	4,589.89
Fall 2021	CHEM-2252	54882	NO	24	\$	3,338.10

Fall 2021	COMM-1100	54946	YES	20	\$	647.00
Fall 2021	COMM-1100	54947	YES	18	\$	582.30
Fall 2021	COMM-1100	54948	YES	18	\$	582.30
Fall 2021	COMM-1101	54951	YES	21	\$	210.92
Fall 2021	COMM-1101	54952	YES	18	\$	180.79
Fall 2021	COMM-1101	54953	YES	9	\$	90.39
Fall 2021	COMM-1105	53968	NO	14	\$	434.09
Fall 2021	COMM-1105	54292	YES	22	\$	682.14
Fall 2021	COMM-1105	54293	YES	17	\$	527.11
Fall 2021	COMM-1105	54954	YES	21	\$	651.13
Fall 2021	COMM-1105	54955	NO	21	\$	651.13
Fall 2021	COMM-1105	54956	YES	22	\$	682.14
Fall 2021	COMM-1105	54957	YES	19	\$	589.12
Fall 2021	COMM-1105	54958	NO	17	\$	527.11
Fall 2021	COMM-1105	54959	YES	19	\$	589.12
Fall 2021	COMM-1105	54960	YES	19	\$	589.12
Fall 2021	COMM-1105	54961	YES	11	\$	341.07
Fall 2021	COMM-1105	54962	YES	7	\$	217.04
Fall 2021	COMM-1105	57021	NO	4	\$	124.03
Fall 2021	COMM-1105	57034	YES	9	\$	279.06
Fall 2021	COMM-1105	57911	YES	16	\$	496.10
Fall 2021	COMM-1105	57912	YES	15	\$	465.09
Fall 2021	COMM-1105	57928	YES	22	\$	682.14
Fall 2021	COMM-1105	57961	YES	11	\$	341.07
Fall 2021	COMM-2200	53969	YES	15	\$	1,001.25
Fall 2021	COMM-2200	54294	YES	22	\$	1,468.50
Fall 2021	COMM-2200	54968	NO	21	\$	1,401.75
Fall 2021	COMM-2200	54969	NO	21	\$	1,401.75
Fall 2021	COMM-2200	54970	NO	20	\$	1,335.00
Fall 2021	COMM-2200	54971	NO	20	\$	1,335.00
Fall 2021	COMM-2200	54972	NO	21	\$	1,401.75
Fall 2021	COMM-2200	54973	YES	20	\$	1,335.00
Fall 2021	COMM-2200	54974	NO	19	\$	1,268.25
Fall 2021	COMM-2200	54975	YES	19	\$	1,268.25
Fall 2021	COMM-2200	54976	NO	21	\$	1,401.75
Fall 2021	COMM-2200	54977	NO	20	\$	1,335.00
Fall 2021	COMM-2200	54978	NO	19	\$	1,268.25
Fall 2021	COMM-2200	54979	YES	18	\$	1,201.50

Fall 2021	COMM-2200	54980	YES	20	\$	1,335.00
Fall 2021	COMM-2200	54981	YES	21	\$	1,401.75
Fall 2021	COMM-2200	54982	YES	19	\$	1,268.25
Fall 2021	COMM-2200	54984	YES	22	\$	1,468.50
Fall 2021	COMM-2245	54994	YES	20	\$	200.88
Fall 2021	COMM-2245	54995	YES	21	\$	210.92
Fall 2021	COMM-2245	54996	YES	16	\$	160.70
Fall 2021	COMM-2268	54997	NO	22	\$	1,042.80
Fall 2021	COMM-2268	54998	YES	14	\$	663.60
Fall 2021	CSCI-1001	53972	YES	20	\$	2,365.00
Fall 2021	CSCI-1001	53973	YES	19	\$	2,246.75
Fall 2021	CSCI-1001	54295	YES	20	\$	2,365.00
Fall 2021	CSCI-1101	54999	YES	23	\$	396.75
Fall 2021	CSCI-1101	55000	YES	22	\$	379.50
Fall 2021	CSCI-1101	55001	NO	23	\$	396.75
Fall 2021	CSCI-1101	55004	YES	22	\$	379.50
Fall 2021	CSCI-1101	55006	YES	14	\$	241.50
Fall 2021	CSCI-1101	55007	NO	21	\$	362.25
Fall 2021	CSCI-1101	55009	YES	21	\$	362.25
Fall 2021	CSCI-1101	55011	NO	23	\$	396.75
Fall 2021	CSCI-1101	55013	NO	21	\$	362.25
Fall 2021	CSCI-1101	55014	NO	20	\$	345.00
Fall 2021	CSCI-1101	55015	NO	22	\$	379.50
Fall 2021	CSCI-1101	55016	NO	23	\$	396.75
Fall 2021	CSCI-1101	55017	NO	23	\$	396.75
Fall 2021	CSCI-1101	55018	YES	20	\$	345.00
Fall 2021	CSCI-1101	55019	YES	23	\$	396.75
Fall 2021	CSCI-1101	57017	YES	16	\$	276.00
Fall 2021	CSCI-1101	57118	YES	23	\$	396.75
Fall 2021	CSCI-1101	57173	YES	24	\$	414.00
Fall 2021	CSCI-1101	57379	YES	21	\$	362.25
Fall 2021	CSCI-1101	57546	YES	7	\$	120.75
Fall 2021	CSCI-1101	57684	YES	10	\$	172.50
Fall 2021	CSCI-1101	57725	YES	9	\$	155.25
Fall 2021	CSCI-1101	58099	YES	11	\$	189.75
Fall 2021	CSCI-1101	61396	YES	9	\$	155.25
Fall 2021	CSCI-1101	61612	YES	10	\$	172.50
Fall 2021	CSCI-1102	55021	YES	12	\$	1,419.00

Fall 2021	CSCI-2330	55078	NO	21	\$	232.13
Fall 2021	DEV-0114	55148	NO	20	\$	1,176.50
Fall 2021	DEV-0114	55149	NO	23	\$	1,352.98
Fall 2021	DEV-0114	55150	NO	20	\$	1,176.50
Fall 2021	DEV-0114	55151	NO	21	\$	1,235.33
Fall 2021	DEV-0114	55152	NO	15	\$	882.38
Fall 2021	DEV-0114	55153	NO	22	\$	1,294.15
Fall 2021	DEV-0114	55154	NO	20	\$	1,176.50
Fall 2021	DEV-0114	55155	NO	15	\$	882.38
Fall 2021	DEV-0114	55158	NO	22	\$	1,294.15
Fall 2021	DEV-0114	55159	NO	10	\$	588.25
Fall 2021	DEV-0114	55162	NO	42	\$	2,470.65
Fall 2021	DEV-0114	57131	NO	3	\$	176.48
Fall 2021	DEV-0114	57211	NO	7	\$	411.78
Fall 2021	DEV-0114	57374	NO	24	\$	1,411.80
Fall 2021	DEV-0114	57375	NO	19	\$	1,117.68
Fall 2021	ECON-2200	54307	YES	27	\$	1,017.90
Fall 2021	ECON-2200	55233	YES	23	\$	867.10
Fall 2021	ECON-2200	55234	YES	35	\$	1,319.50
Fall 2021	ECON-2200	55235	NO	31	\$	1,168.70
Fall 2021	ECON-2200	55236	NO	23	\$	867.10
Fall 2021	ECON-2200	55237	YES	34	\$	1,281.80
Fall 2021	ECON-2200	55238	NO	11	\$	414.70
Fall 2021	ECON-2200	55239	NO	7	\$	263.90
Fall 2021	ECON-2200	55240	YES	31	\$	1,168.70
Fall 2021	ECON-2200	55241	NO	34	\$	1,281.80
Fall 2021	ECON-2200	55249	YES	34	\$	1,281.80
Fall 2021	ECON-2200	55250	YES	31	\$	1,168.70
Fall 2021	ECON-2200	55251	YES	29	\$	1,093.30
Fall 2021	ECON-2200	55253	YES	9	\$	339.30
Fall 2021	ECON-2200	55255	YES	10	\$	377.00
Fall 2021	ECON-2200	57013	YES	17	\$	640.90
Fall 2021	ECON-2200	57020	YES	22	\$	829.40
Fall 2021	ECON-2200	57044	YES	24	\$	904.80
Fall 2021	ECON-2200	57045	YES	18	\$	678.60
Fall 2021	ECON-2200	57182	NO	11	\$	414.70
Fall 2021	ECON-2200	57272	YES	35	\$	1,319.50
Fall 2021	ECON-2200	57273	NO	35	\$	1,319.50

Fall 2021	ECON-2200	58304	NO	32	\$	1,206.40
Fall 2021	ECON-2200	58305	YES	16	\$	603.20
Fall 2021	ECON-2201	53987	YES	21	\$	791.70
Fall 2021	ECON-2201	55261	NO	31	\$	1,168.70
Fall 2021	ECON-2201	55262	YES	23	\$	867.10
Fall 2021	ECON-2201	55263	YES	32	\$	1,206.40
Fall 2021	ECON-2201	55264	NO	22	\$	829.40
Fall 2021	ECON-2201	55265	YES	6	\$	226.20
Fall 2021	ECON-2201	57047	NO	4	\$	150.80
Fall 2021	ECON-2201	57180	NO	9	\$	339.30
Fall 2021	ECON-2201	57181	NO	11	\$	414.70
Fall 2021	FMGT-1101	54000	YES	20	\$	1,554.88
Fall 2021	FMGT-1101	54001	YES	23	\$	1,788.11
Fall 2021	FMGT-1101	54002	YES	21	\$	1,632.62
Fall 2021	FMGT-1101	54319	YES	23	\$	1,788.11
Fall 2021	FMGT-1101	54320	YES	22	\$	1,710.36
Fall 2021	FMGT-1101	55679	YES	13	\$	1,010.67
Fall 2021	FMGT-1101	55680	YES	22	\$	1,710.36
Fall 2021	FMGT-1101	55681	YES	21	\$	1,632.62
Fall 2021	FMGT-1101	55682	YES	18	\$	1,399.39
Fall 2021	FMGT-1101	55683	YES	22	\$	1,710.36
Fall 2021	FMGT-1101	55684	NO	12	\$	932.93
Fall 2021	FMGT-1101	55685	YES	16	\$	1,243.90
Fall 2021	FMGT-1101	55686	NO	10	\$	777.44
Fall 2021	FMGT-1101	55687	YES	24	\$	1,865.85
Fall 2021	FMGT-1101	55688	YES	23	\$	1,788.11
Fall 2021	FMGT-1101	55689	YES	23	\$	1,788.11
Fall 2021	FMGT-1101	57495	YES	11	\$	855.18
Fall 2021	FMGT-1101	57524	YES	6	\$	466.46
Fall 2021	FMGT-1101	57528	YES	5	\$	388.72
Fall 2021	FMGT-1101	57761	YES	9	\$	699.69
Fall 2021	FMGT-1101	57978	YES	18	\$	1,399.39
Fall 2021	FMGT-1101	58116	YES	10	\$	777.44
Fall 2021	FMGT-1101	58283	NO	11	\$	855.18
Fall 2021	FMGT-1101	61307	YES	23	\$	1,788.11
Fall 2021	FMGT-1101	61310	YES	20	\$	1,554.88
Fall 2021	FMGT-1101	61617	YES	7	\$	544.21
Fall 2021	FMGT-1211	55690	YES	18	\$	1,476.79

Fall 2021	FMGT-1211	55691	YES	20	\$	1,640.88
Fall 2021	FMGT-2201	54003	NO	20	\$	1,775.25
Fall 2021	FMGT-2201	54322	NO	11	\$	976.39
Fall 2021	FMGT-2201	55693	NO	17	\$	1,508.96
Fall 2021	FMGT-2201	55694	NO	7	\$	621.34
Fall 2021	FMGT-2201	55695	NO	20	\$	1,775.25
Fall 2021	FMGT-2201	55696	YES	25	\$	2,219.06
Fall 2021	FMGT-2201	55697	NO	25	\$	2,219.06
Fall 2021	FMGT-2201	55698	YES	14	\$	1,242.68
Fall 2021	FMGT-2201	57025	NO	26	\$	2,307.83
Fall 2021	FMGT-2202	55699	YES	16	\$	1,430.90
Fall 2021	FMGT-2232	55700	YES	6	\$	836.85
Fall 2021	FMGT-2242	55701	NO	13	\$	1,036.83
Fall 2021	FREN-1101	55724	YES	16	\$	2,497.90
Fall 2021	FREN-1101	55725	YES	21	\$	3,278.49
Fall 2021	FREN-1101	55727	YES	15	\$	2,341.78
Fall 2021	FREN-1102	55728	YES	12	\$	3,073.43
Fall 2021	GERM-1101	55766	YES	20	\$	959.79
Fall 2021	GERM-1101	55767	YES	15	\$	719.84
Fall 2021	GERM-1102	55768	NO	11	\$	1,418.88
Fall 2021	GERM-1103	55769	YES	10	\$	1,289.90
Fall 2021	HORT-1130	54333	YES	17	\$	1,401.12
Fall 2021	HORT-1130	56964	YES	15	\$	1,236.28
Fall 2021	HRM-1121	54040	NO	21	\$	1,373.53
Fall 2021	HRM-1121	55917	YES	20	\$	1,308.13
Fall 2021	HRM-1121	55918	NO	22	\$	1,438.94
Fall 2021	HRM-1121	55919	NO	20	\$	1,308.13
Fall 2021	HRM-1121	55920	YES	16	\$	1,046.50
Fall 2021	HRM-1121	55921	NO	6	\$	392.44
Fall 2021	HRM-1224	55923	NO	22	\$	1,438.94
Fall 2021	HRM-1225	55924	NO	11	\$	2,470.74
Fall 2021	HRM-1825	55925	NO	6	\$	1,713.08
Fall 2021	HRM-1828	55926	NO	6	\$	204.26
Fall 2021	ITAL-1101	56009	YES	11	\$	2,205.09
Fall 2021	ITAL-1102	57023	YES	9	\$	2,704.16
Fall 2021	ITAL-1103	57024	NO	5	\$	1,502.31
Fall 2021	LEGL-2064	54060	NO	22	\$	1,658.94
Fall 2021	LEGL-2064	56051	NO	25	\$	1,885.16

Fall 2021	LEGL-2064	56052	NO	25	\$	1,885.16
Fall 2021	LEGL-2064	56053	NO	19	\$	1,432.72
Fall 2021	LEGL-2064	56054	NO	17	\$	1,281.91
Fall 2021	LEGL-2064	56056	NO	5	\$	377.03
Fall 2021	LEGL-2064	56057	NO	23	\$	1,734.34
Fall 2021	LEGL-2064	56058	YES	22	\$	1,658.94
Fall 2021	LEGL-2064	56059	NO	20	\$	1,508.13
Fall 2021	LEGL-2064	56060	NO	23	\$	1,734.34
Fall 2021	LEGL-2064	56061	NO	22	\$	1,658.94
Fall 2021	LEGL-2064	56062	YES	25	\$	1,885.16
Fall 2021	LEGL-2064	56063	NO	23	\$	1,734.34
Fall 2021	LEGL-2064	56064	NO	25	\$	1,885.16
Fall 2021	LEGL-2064	56065	NO	9	\$	678.66
Fall 2021	LEGL-2064	58252	NO	11	\$	829.47
Fall 2021	MATH-1025	54064	NO	17	\$	1,164.50
Fall 2021	MATH-1025	54066	NO	9	\$	616.50
Fall 2021	MATH-1025	54067	NO	15	\$	1,027.50
Fall 2021	MATH-1025	54068	NO	11	\$	753.50
Fall 2021	MATH-1025	54069	NO	4	\$	274.00
Fall 2021	MATH-1025	54375	NO	25	\$	1,712.50
Fall 2021	MATH-1025	54376	NO	19	\$	1,301.50
Fall 2021	MATH-1025	54377	NO	21	\$	1,438.50
Fall 2021	MATH-1025	54378	NO	22	\$	1,507.00
Fall 2021	MATH-1025	54379	NO	21	\$	1,438.50
Fall 2021	MATH-1025	54380	NO	22	\$	1,507.00
Fall 2021	MATH-1025	54381	NO	21	\$	1,438.50
Fall 2021	MATH-1025	54383	NO	24	\$	1,644.00
Fall 2021	MATH-1025	54384	NO	20	\$	1,370.00
Fall 2021	MATH-1025	54385	NO	21	\$	1,438.50
Fall 2021	MATH-1025	54386	NO	21	\$	1,438.50
Fall 2021	MATH-1025	56085	NO	17	\$	1,164.50
Fall 2021	MATH-1025	57124	NO	16	\$	1,096.00
Fall 2021	MATH-1025	57134	NO	15	\$	1,027.50
Fall 2021	MATH-1025	57135	NO	7	\$	479.50
Fall 2021	MATH-1025	57399	NO	25	\$	1,712.50
Fall 2021	MATH-1025	58233	NO	22	\$	1,507.00
Fall 2021	MATH-1050	56086	NO	22	\$	1,294.15
Fall 2021	MATH-1050	56087	NO	20	\$	1,176.50

Fall 2021	MATH-1075	56088	NO	22	\$	1,294.15
Fall 2021	MATH-1075	57436	NO	18	\$	1,058.85
Fall 2021	MATH-1099	56089	NO	21	\$	1,235.33
Fall 2021	MATH-1099	56090	NO	18	\$	1,058.85
Fall 2021	MATH-1099	56091	NO	19	\$	1,117.68
Fall 2021	MATH-1099	56092	NO	19	\$	1,117.68
Fall 2021	MATH-1099	56093	NO	23	\$	1,352.98
Fall 2021	MATH-1099	56094	NO	21	\$	1,235.33
Fall 2021	MATH-1099	56095	NO	22	\$	1,294.15
Fall 2021	MATH-1099	56096	NO	16	\$	941.20
Fall 2021	MATH-1099	56097	NO	22	\$	1,294.15
Fall 2021	MATH-1099	56099	NO	21	\$	1,235.33
Fall 2021	MATH-1099	56100	NO	17	\$	1,000.03
Fall 2021	MATH-1099	56101	NO	18	\$	1,058.85
Fall 2021	MATH-1099	56102	NO	21	\$	1,235.33
Fall 2021	MATH-1099	56103	NO	21	\$	1,235.33
Fall 2021	MATH-1099	56104	NO	18	\$	1,058.85
Fall 2021	MATH-1099	56106	NO	20	\$	1,176.50
Fall 2021	MATH-1099	56107	NO	23	\$	1,352.98
Fall 2021	MATH-1099	56108	YES	21	\$	1,235.33
Fall 2021	MATH-1099	56111	NO	21	\$	1,235.33
Fall 2021	MATH-1099	56112	NO	22	\$	1,294.15
Fall 2021	MATH-1099	56113	NO	22	\$	1,294.15
Fall 2021	MATH-1099	56116	NO	19	\$	1,117.68
Fall 2021	MATH-1099	56117	NO	19	\$	1,117.68
Fall 2021	MATH-1099	56118	NO	21	\$	1,235.33
Fall 2021	MATH-1099	56120	NO	16	\$	941.20
Fall 2021	MATH-1099	56121	NO	23	\$	1,352.98
Fall 2021	MATH-1099	56123	NO	20	\$	1,176.50
Fall 2021	MATH-1099	56124	NO	17	\$	1,000.03
Fall 2021	MATH-1099	56125	NO	12	\$	705.90
Fall 2021	MATH-1099	56126	NO	9	\$	529.43
Fall 2021	MATH-1099	56127	NO	11	\$	647.08
Fall 2021	MATH-1099	56128	NO	6	\$	352.95
Fall 2021	MATH-1099	56131	NO	19	\$	1,117.68
Fall 2021	MATH-1099	56132	NO	15	\$	882.38
Fall 2021	MATH-1099	56133	NO	18	\$	1,058.85
Fall 2021	MATH-1099	56134	NO	17	\$	1,000.03

Fall 2021	MATH-1099	56135	NO	20	\$	1,176.50
Fall 2021	MATH-1099	56136	NO	18	\$	1,058.85
Fall 2021	MATH-1099	56137	NO	19	\$	1,117.68
Fall 2021	MATH-1099	56138	NO	12	\$	705.90
Fall 2021	MATH-1099	56139	NO	14	\$	823.55
Fall 2021	MATH-1099	56140	NO	13	\$	764.73
Fall 2021	MATH-1099	56141	YES	16	\$	941.20
Fall 2021	MATH-1099	56142	NO	10	\$	588.25
Fall 2021	MATH-1099	56143	NO	18	\$	1,058.85
Fall 2021	MATH-1099	56144	NO	16	\$	941.20
Fall 2021	MATH-1099	56145	NO	13	\$	764.73
Fall 2021	MATH-1099	57212	NO	8	\$	470.60
Fall 2021	MATH-1099	57213	NO	7	\$	411.78
Fall 2021	MATH-1099	57214	NO	15	\$	882.38
Fall 2021	MATH-1099	57215	NO	13	\$	764.73
Fall 2021	MATH-1099	57441	NO	16	\$	941.20
Fall 2021	MATH-1099	57442	NO	17	\$	1,000.03
Fall 2021	MATH-1099	57443	NO	11	\$	647.08
Fall 2021	MATH-1099	57445	NO	7	\$	411.78
Fall 2021	MATH-1099	57447	NO	6	\$	352.95
Fall 2021	MATH-1099	57448	NO	14	\$	823.55
Fall 2021	MATH-1099	57449	NO	18	\$	1,058.85
Fall 2021	MATH-1099	57450	NO	16	\$	941.20
Fall 2021	MATH-1104	56149	YES	23	\$	1,503.77
Fall 2021	MATH-1104	56150	YES	22	\$	1,438.39
Fall 2021	MATH-1104	56151	NO	23	\$	1,503.77
Fall 2021	MATH-1104	56153	YES	25	\$	1,634.53
Fall 2021	MATH-1104	56154	NO	25	\$	1,634.53
Fall 2021	MATH-1104	56155	YES	20	\$	1,307.63
Fall 2021	MATH-1104	57461	NO	21	\$	1,373.01
Fall 2021	MATH-1104	61501	NO	17	\$	1,111.48
Fall 2021	MATH-1130	56183	YES	27	\$	1,286.04
Fall 2021	MATH-1130	56184	NO	28	\$	1,333.68
Fall 2021	MATH-1130	56185	NO	28	\$	1,333.68
Fall 2021	MATH-1130	56186	NO	25	\$	1,190.78
Fall 2021	MATH-1130	56188	YES	28	\$	1,333.68
Fall 2021	MATH-1130	56189	YES	29	\$	1,381.31
Fall 2021	MATH-1131	56190	NO	21	\$	1,000.26

Fall 2021	MATH-1131	56191	NO	27	\$	1,286.04
Fall 2021	MATH-1131	56192	NO	28	\$	1,333.68
Fall 2021	MATH-1131	56193	YES	30	\$	1,428.94
Fall 2021	MATH-1131	56195	YES	30	\$	1,428.94
Fall 2021	MECH-2242	56276	NO	10	\$	2,711.69
Fall 2021	MECH-2242	56277	NO	4	\$	1,084.68
Fall 2021	MECH-2242	56278	NO	16	\$	4,338.70
Fall 2021	MKTG-1110	54072	NO	19	\$	1,217.19
Fall 2021	MKTG-1110	56281	NO	24	\$	1,537.50
Fall 2021	MKTG-1110	56282	NO	13	\$	832.81
Fall 2021	MKTG-1110	56283	NO	25	\$	1,601.56
Fall 2021	MKTG-1110	56284	NO	17	\$	1,089.06
Fall 2021	MKTG-1110	56285	NO	20	\$	1,281.25
Fall 2021	MKTG-1110	56286	NO	18	\$	1,153.13
Fall 2021	MKTG-1110	56287	NO	23	\$	1,473.44
Fall 2021	MKTG-1110	56288	YES	24	\$	1,537.50
Fall 2021	MKTG-1110	56289	NO	25	\$	1,601.56
Fall 2021	MKTG-1110	56290	YES	24	\$	1,537.50
Fall 2021	MKTG-1110	56291	NO	24	\$	1,537.50
Fall 2021	MKTG-1125	56298	NO	23	\$	833.03
Fall 2021	MKTG-1125	56299	YES	22	\$	796.81
Fall 2021	MKTG-1125	56300	YES	21	\$	760.59
Fall 2021	MKTG-1125	56301	YES	23	\$	833.03
Fall 2021	MKTG-1125	57718	YES	9	\$	325.97
Fall 2021	MKTG-1230	56302	YES	24	\$	1,073.10
Fall 2021	MKTG-1230	56303	YES	23	\$	1,028.39
Fall 2021	MKTG-2400	56308	NO	20	\$	1,447.88
Fall 2021	MKTG-2550	56310	NO	20	\$	1,173.75
Fall 2021	PHYS-0100	56426	NO	10	\$	717.00
Fall 2021	PHYS-0100	56427	NO	23	\$	1,649.10
Fall 2021	PHYS-0100	56428	NO	22	\$	1,577.40
Fall 2021	PHYS-0100	56429	NO	14	\$	1,003.80
Fall 2021	PHYS-0100	56430	NO	10	\$	717.00
Fall 2021	PHYS-1200	56431	YES	19	\$	1,671.80
Fall 2021	PHYS-1200	56432	YES	19	\$	1,671.80
Fall 2021	PHYS-1200	56433	NO	9	\$	791.90
Fall 2021	PHYS-1200	56434	NO	21	\$	1,847.77
Fall 2021	PHYS-1200	56435	YES	14	\$	1,231.85

Fall 2021	PHYS-1200	56437	YES	12	\$	1,055.87
Fall 2021	PHYS-1200	56438	NO	9	\$	791.90
Fall 2021	PHYS-1200	56439	YES	22	\$	1,935.76
Fall 2021	PHYS-1200	56440	YES	21	\$	1,847.77
Fall 2021	PHYS-1200	57947	YES	2	\$	175.98
Fall 2021	PHYS-1200	56442	NO	23	\$	2,023.75
Fall 2021	PHYS-1200	56443	NO	11	\$	967.88
Fall 2021	PHYS-1200	56444	YES	19	\$	1,671.80
Fall 2021	PHYS-1201	56441	YES	8	\$	703.91
Fall 2021	PHYS-1250	56445	YES	24	\$	3,052.35
Fall 2021	PHYS-1250	56446	NO	15	\$	1,907.72
Fall 2021	PHYS-1250	56447	NO	15	\$	1,907.72
Fall 2021	PHYS-1250	56448	NO	22	\$	2,797.99
Fall 2021	PHYS-1250	56449	NO	12	\$	1,526.18
Fall 2021	PHYS-1250	56450	YES	21	\$	2,670.81
Fall 2021	PHYS-1250	56451	YES	22	\$	2,797.99
Fall 2021	PHYS-1251	56452	NO	17	\$	1,546.82
Fall 2021	PHYS-1251	56453	NO	11	\$	1,000.88
Fall 2021	PHYS-1251	56454	NO	12	\$	1,091.87
Fall 2021	PSY-2340	56596	NO	33	\$	1,023.21
Fall 2021	PSY-2340	56597	NO	32	\$	992.20
Fall 2021	PSY-2340	56598	NO	27	\$	837.17
Fall 2021	PSY-2340	56599	NO	32	\$	992.20
Fall 2021	PSY-2340	56600	YES	32	\$	992.20
Fall 2021	PSY-2340	56601	NO	9	\$	279.06
Fall 2021	PSY-2340	56603	NO	4	\$	124.03
Fall 2021	PSY-2340	56604	YES	5	\$	155.03
Fall 2021	PSY-2340	56605	NO	17	\$	527.11
Fall 2021	PSY-2340	56606	YES	12	\$	372.08
Fall 2021	PSY-2340	56607	YES	32	\$	992.20
Fall 2021	PSY-2340	56608	YES	34	\$	1,054.21
Fall 2021	PSY-2340	56609	YES	32	\$	992.20
Fall 2021	PSY-2340	56610	YES	32	\$	992.20
Fall 2021	PSY-2340	56611	NO	30	\$	930.19
Fall 2021	PSY-2340	57011	NO	6	\$	186.04
Fall 2021	PSY-2340	57093	NO	11	\$	341.07
Fall 2021	PSY-2551	56618	YES	30	\$	930.19
Fall 2021	PSY-2551	56619	YES	11	\$	341.07

Fall 2021	PSY-2551	57089	YES	10	\$	310.06
Fall 2021	SCM-1101	56662	NO	8	\$	1,820.00
Fall 2021	SCM-1190	56663	NO	13	\$	2,893.96
Fall 2021	SES-1100	54109	YES	21	\$	714.92
Fall 2021	SES-1100	56673	YES	22	\$	748.96
Fall 2021	SES-1100	56674	YES	22	\$	748.96
Fall 2021	SES-1100	56675	NO	23	\$	783.01
Fall 2021	SES-2438	54114	YES	24	\$	993.48
Fall 2021	SES-2440	56689	NO	7	\$	408.56
Fall 2021	SES-2440	56690	NO	4	\$	233.46
Fall 2021	SES-2440	56928	NO	9	\$	525.29
Fall 2021	SES-2441	56691	NO	12	\$	1,990.07
Fall 2021	SES-2441	56929	NO	5	\$	829.19
Fall 2021	SES-2442	56692	NO	8	\$	331.16
Fall 2021	SOC-2202	56742	YES	32	\$	1,811.08
Fall 2021	SOC-2202	56743	YES	26	\$	1,471.50
Fall 2021	SOC-2202	56744	YES	29	\$	1,641.29
Fall 2021	STAT-1400	56810	NO	25	\$	1,426.25
Fall 2021	STAT-1400	56811	YES	20	\$	1,141.00
Fall 2021	STAT-1400	56812	YES	23	\$	1,312.15
Fall 2021	STAT-1400	56813	YES	26	\$	1,483.30
Fall 2021	STAT-1400	56814	NO	22	\$	1,255.10
Fall 2021	STAT-1400	56815	YES	21	\$	1,198.05
Fall 2021	STAT-1400	56816	YES	26	\$	1,483.30
Fall 2021	STAT-1400	56817	YES	25	\$	1,426.25
Fall 2021	STAT-1400	56818	NO	22	\$	1,255.10
Fall 2021	STAT-1400	56819	YES	21	\$	1,198.05
Fall 2021	STAT-1400	56820	YES	24	\$	1,369.20
Fall 2021	STAT-1400	56821	NO	13	\$	741.65
Fall 2021	STAT-1400	57506	YES	21	\$	1,198.05
Fall 2021	STAT-1400	57878	YES	20	\$	1,141.00
Fall 2021	STAT-1400	57879	NO	9	\$	513.45
Spring 2022	ACCT-1211	58453	YES	18	\$	1,595.59
Spring 2022	ACCT-1211	58759	NO	19	\$	1,684.23
Spring 2022	ACCT-1211	58760	YES	23	\$	2,038.81
Spring 2022	ACCT-1211	58761	NO	22	\$	1,950.16
Spring 2022	ACCT-1211	58762	NO	13	\$	1,152.37
Spring 2022	ACCT-1211	58763	NO	25	\$	2,216.09

Spring 2022	ACCT-1211	58764	NO	25	\$	2,216.09
Spring 2022	ACCT-1211	58766	YES	24	\$	2,127.45
Spring 2022	ACCT-1211	58767	YES	21	\$	1,861.52
Spring 2022	ACCT-1211	58770	NO	21	\$	1,861.52
Spring 2022	ACCT-1211	58771	NO	20	\$	1,772.88
Spring 2022	ACCT-1211	58773	YES	23	\$	2,038.81
Spring 2022	ACCT-1211	58775	NO	24	\$	2,127.45
Spring 2022	ACCT-1211	58776	YES	23	\$	2,038.81
Spring 2022	ACCT-1211	58777	YES	20	\$	1,772.88
Spring 2022	ACCT-1211	58778	YES	22	\$	1,950.16
Spring 2022	ACCT-1211	58779	YES	22	\$	1,950.16
Spring 2022	ACCT-1211	58780	YES	23	\$	2,038.81
Spring 2022	ACCT-1211	58781	YES	22	\$	1,950.16
Spring 2022	ACCT-1211	58782	YES	22	\$	1,950.16
Spring 2022	ACCT-1211	58783	NO	12	\$	1,063.73
Spring 2022	ACCT-1211	61783	NO	13	\$	1,152.37
Spring 2022	ACCT-1211	62026	YES	9	\$	797.79
Spring 2022	ACCT-1211	62861	YES	3	\$	265.93
Spring 2022	ACCT-1211	62864	YES	5	\$	443.22
Spring 2022	ACCT-1212	58784	NO	12	\$	1,375.73
Spring 2022	ACCT-1212	58785	NO	25	\$	2,866.09
Spring 2022	ACCT-1212	58786	YES	13	\$	1,490.37
Spring 2022	ACCT-1212	58787	NO	16	\$	1,834.30
Spring 2022	ACCT-1212	58788	YES	23	\$	2,636.81
Spring 2022	ACCT-1212	58789	NO	21	\$	2,407.52
Spring 2022	ACCT-1212	58790	NO	22	\$	2,522.16
Spring 2022	ACCT-1212	58791	YES	21	\$	2,407.52
Spring 2022	ACCT-1212	58793	YES	22	\$	2,522.16
Spring 2022	ACCT-1212	58794	NO	24	\$	2,751.45
Spring 2022	ACCT-1212	58795	YES	21	\$	2,407.52
Spring 2022	ACCT-1212	58796	NO	21	\$	2,407.52
Spring 2022	ACCT-1212	58797	YES	19	\$	2,178.23
Spring 2022	ACCT-1212	58798	YES	24	\$	2,751.45
Spring 2022	ACCT-1212	64570	NO	7	\$	802.51
Spring 2022	ACCT-1400	58799	NO	23	\$	2,270.96
Spring 2022	ACCT-1400	62953	YES	8	\$	789.90
Spring 2022	ACCT-2211	58800	NO	12	\$	3,022.43
Spring 2022	ACCT-2211	58801	NO	13	\$	3,274.29

Spring 2022	ACCT-2232	58803	NO	13	\$	680.96
Spring 2022	ACCT-2232	58804	NO	19	\$	995.24
Spring 2022	ACCT-2236	58805	NO	13	\$	1,980.96
Spring 2022	ACCT-2241	58806	NO	15	\$	1,549.13
Spring 2022	ACCT-2241	58807	NO	22	\$	2,272.05
Spring 2022	ACCT-2258	58814	NO	5	\$	257.03
Spring 2022	ACCT-2266	58815	NO	7	\$	369.25
Spring 2022	ACCT-2299	58816	NO	25	\$	2,252.66
Spring 2022	ASC-1190	58875	YES	20	\$	727.63
Spring 2022	ASC-1190	58876	YES	14	\$	509.34
Spring 2022	ASC-1190	58877	YES	24	\$	873.15
Spring 2022	ASC-1190	58878	YES	24	\$	873.15
Spring 2022	ASC-1190	58879	NO	12	\$	436.58
Spring 2022	ASTR-1161	58916	NO	27	\$	3,647.36
Spring 2022	ASTR-1161	58917	YES	28	\$	3,782.45
Spring 2022	ASTR-1161	58918	YES	30	\$	4,052.63
Spring 2022	ASTR-1161	58919	YES	27	\$	3,647.36
Spring 2022	BIO-1121	58979	YES	19	\$	76.12
Spring 2022	BIO-1121	58980	NO	17	\$	68.11
Spring 2022	BIO-1121	58981	YES	17	\$	68.11
Spring 2022	BIO-1121	58982	NO	19	\$	76.12
Spring 2022	BIO-1121	58983	YES	19	\$	76.12
Spring 2022	BIO-1121	58984	YES	19	\$	76.12
Spring 2022	BIO-1121	58985	YES	17	\$	68.11
Spring 2022	BIO-1121	61969	YES	16	\$	64.10
Spring 2022	BIO-1122	58986	YES	17	\$	1,768.11
Spring 2022	BIO-1122	58987	YES	12	\$	1,248.08
Spring 2022	BIO-1122	58989	YES	18	\$	1,872.11
Spring 2022	BIO-1122	58990	YES	8	\$	832.05
Spring 2022	BIO-1122	61970	YES	17	\$	1,768.11
Spring 2022	BIO-1122	61971	YES	9	\$	936.06
Spring 2022	BIO-1122	61972	NO	14	\$	1,456.09
Spring 2022	BIO-2215	58998	YES	23	\$	2,377.77
Spring 2022	BIO-2215	58999	YES	23	\$	2,377.77
Spring 2022	BIO-2215	59000	NO	23	\$	2,377.77
Spring 2022	BIO-2215	59001	NO	22	\$	2,274.39
Spring 2022	BIO-2215	59002	NO	18	\$	1,860.86
Spring 2022	BIO-2215	59003	YES	19	\$	1,964.24

Spring 2022	BIO-2215	59004	NO	20	\$	2,067.63
Spring 2022	BIO-2215	59005	NO	21	\$	2,171.01
Spring 2022	BIO-2215	59006	NO	21	\$	2,171.01
Spring 2022	BIO-2215	59007	YES	21	\$	2,171.01
Spring 2022	BIO-2215	59009	NO	22	\$	2,274.39
Spring 2022	BIO-2215	59010	YES	21	\$	2,171.01
Spring 2022	BIO-2215	59011	NO	20	\$	2,067.63
Spring 2022	BIO-2215	59012	YES	21	\$	2,171.01
Spring 2022	BIO-2215	59013	YES	24	\$	2,481.15
Spring 2022	BIO-2215	59014	NO	23	\$	2,377.77
Spring 2022	BIO-2215	59015	NO	8	\$	827.05
Spring 2022	BIO-2215	59016	NO	10	\$	1,033.81
Spring 2022	BIO-2215	59017	NO	11	\$	1,137.19
Spring 2022	BIO-2215	59018	NO	19	\$	1,964.24
Spring 2022	BIO-2215	62069	NO	23	\$	2,377.77
Spring 2022	BIO-2300	59019	NO	11	\$	565.47
Spring 2022	BIO-2300	59021	NO	21	\$	1,079.53
Spring 2022	BIO-2300	59023	YES	21	\$	1,079.53
Spring 2022	BIO-2300	59024	NO	20	\$	1,028.13
Spring 2022	BIO-2300	59025	YES	11	\$	565.47
Spring 2022	BIO-2300	59026	YES	22	\$	1,130.94
Spring 2022	BIO-2300	59027	YES	23	\$	1,182.34
Spring 2022	BIO-2300	59028	NO	23	\$	1,182.34
Spring 2022	BIO-2300	59030	NO	20	\$	1,028.13
Spring 2022	BIO-2300	59032	YES	20	\$	1,028.13
Spring 2022	BIO-2300	59033	YES	22	\$	1,130.94
Spring 2022	BIO-2300	59034	YES	23	\$	1,182.34
Spring 2022	BIO-2300	59035	YES	23	\$	1,182.34
Spring 2022	BIO-2300	59036	YES	19	\$	976.72
Spring 2022	BIO-2300	59038	YES	17	\$	873.91
Spring 2022	BIO-2300	59040	YES	19	\$	976.72
Spring 2022	BIO-2300	59042	YES	21	\$	1,079.53
Spring 2022	BIO-2300	59043	NO	21	\$	1,079.53
Spring 2022	BIO-2300	59044	NO	23	\$	1,182.34
Spring 2022	BIO-2300	59045	YES	24	\$	1,233.75
Spring 2022	BIO-2300	59046	YES	22	\$	1,130.94
Spring 2022	BIO-2300	59047	YES	24	\$	1,233.75
Spring 2022	BIO-2300	59048	YES	23	\$	1,182.34

Spring 2022	BIO-2300	59049	NO	17	\$	873.91
Spring 2022	BIO-2300	59050	NO	20	\$	1,028.13
Spring 2022	BIO-2300	59052	YES	12	\$	616.88
Spring 2022	BIO-2300	59053	YES	17	\$	873.91
Spring 2022	BIO-2300	59054	YES	23	\$	1,182.34
Spring 2022	BIO-2300	59055	NO	18	\$	925.31
Spring 2022	BIO-2300	59056	NO	18	\$	925.31
Spring 2022	BIO-2300	59057	NO	23	\$	1,182.34
Spring 2022	BIO-2300	62112	YES	17	\$	873.91
Spring 2022	BIO-2300	62114	YES	22	\$	1,130.94
Spring 2022	BIO-2300	62115	NO	20	\$	1,028.13
Spring 2022	BIO-2300	62116	YES	22	\$	1,130.94
Spring 2022	BIO-2300	62191	NO	22	\$	1,130.94
Spring 2022	BMGT-1101	58631	NO	20	\$	1,888.63
Spring 2022	BMGT-1101	59087	YES	16	\$	1,510.90
Spring 2022	BMGT-1101	59092	YES	14	\$	1,322.04
Spring 2022	BMGT-1101	59093	YES	15	\$	1,416.47
Spring 2022	BMGT-1101	59094	YES	9	\$	849.88
Spring 2022	BMGT-1101	59095	YES	11	\$	1,038.74
Spring 2022	BMGT-1101	59096	YES	18	\$	1,699.76
Spring 2022	BMGT-1101	59097	YES	20	\$	1,888.63
Spring 2022	BMGT-1101	59098	YES	24	\$	2,266.35
Spring 2022	BMGT-1101	61709	YES	21	\$	1,983.06
Spring 2022	BMGT-1101	61889	YES	22	\$	2,077.49
Spring 2022	BMGT-1101	61890	YES	24	\$	2,266.35
Spring 2022	BMGT-1101	62024	YES	6	\$	566.59
Spring 2022	BMGT-1101	62103	YES	12	\$	1,133.18
Spring 2022	BMGT-1101	62201	YES	13	\$	1,227.61
Spring 2022	BMGT-1101	62680	YES	10	\$	944.31
Spring 2022	BMGT-2200	59118	YES	16	\$	603.60
Spring 2022	BMGT-2200	59119	YES	16	\$	603.60
Spring 2022	BMGT-2200	59120	YES	23	\$	867.68
Spring 2022	BMGT-2200	59121	NO	16	\$	603.60
Spring 2022	BMGT-2200	59122	YES	22	\$	829.95
Spring 2022	BMGT-2200	59123	NO	23	\$	867.68
Spring 2022	BMGT-2200	59124	NO	25	\$	943.13
Spring 2022	BMGT-2200	59126	NO	25	\$	943.13
Spring 2022	BMGT-2200	59127	YES	25	\$	943.13

Spring 2022	BMGT-2200	59128	YES	23	\$	867.68
Spring 2022	BMGT-2200	59129	NO	24	\$	905.40
Spring 2022	BMGT-2200	61712	NO	23	\$	867.68
Spring 2022	BMGT-2200	61713	NO	26	\$	980.85
Spring 2022	BMGT-2200	61899	NO	22	\$	829.95
Spring 2022	BMGT-2200	61900	YES	25	\$	943.13
Spring 2022	BMGT-2245	59141	NO	9	\$	569.14
Spring 2022	BMGT-2250	61715	NO	10	\$	586.88
Spring 2022	BMGT-2250	61716	NO	24	\$	1,408.50
Spring 2022	BMGT-2250	61717	NO	18	\$	1,056.38
Spring 2022	BMGT-2251	62599	NO	8	\$	949.51
Spring 2022	BMGT-2251	62816	NO	4	\$	474.76
Spring 2022	BMGT-2258	61721	NO	8	\$	415.35
Spring 2022	BMGT-2258	61722	YES	17	\$	882.62
Spring 2022	BMGT-2258	61723	NO	16	\$	830.70
Spring 2022	BMGT-2258	62601	NO	10	\$	519.19
Spring 2022	BMGT-2299	61725	NO	17	\$	1,064.39
Spring 2022	BMGT-2299	61734	NO	18	\$	1,127.00
Spring 2022	BMGT-2299	61735	YES	12	\$	751.34
Spring 2022	BOA-1131	59162	YES	15	\$	1,138.88
Spring 2022	BOA-1132	59163	NO	8	\$	607.40
Spring 2022	BOA-1150	59164	NO	10	\$	759.25
Spring 2022	BOA-1200	59169	NO	23	\$	1,746.28
Spring 2022	BOA-1300	59172	NO	23	\$	1,746.28
Spring 2022	BOA-1300	59173	YES	19	\$	1,442.58
Spring 2022	BOA-1300	59174	NO	9	\$	683.33
Spring 2022	BOA-1300	61760	NO	23	\$	1,746.28
Spring 2022	BOA-1300	62736	NO	14	\$	1,062.95
Spring 2022	CHEM-1100	59183	YES	31	\$	413.85
Spring 2022	CHEM-1100	59184	YES	29	\$	387.15
Spring 2022	CHEM-1100	62068	YES	20	\$	267.00
Spring 2022	CHEM-2251	59234	NO	28	\$	4,067.53
Spring 2022	CHEM-2251	59235	NO	30	\$	4,358.06
Spring 2022	CHEM-2251	59236	NO	31	\$	4,503.33
Spring 2022	CHEM-2252	59237	NO	33	\$	4,589.89
Spring 2022	CHEM-2252	59238	NO	24	\$	3,338.10
Spring 2022	CHEM-2252	59239	NO	25	\$	3,477.19
Spring 2022	COMM-1100	61403	YES	21	\$	679.35

Spring 2022	COMM-1100	61404	YES	22	\$	711.70
Spring 2022	COMM-1100	61405	YES	19	\$	614.65
Spring 2022	COMM-1100	61406	YES	18	\$	582.30
Spring 2022	COMM-1101	61408	YES	22	\$	220.96
Spring 2022	COMM-1101	61409	YES	18	\$	180.79
Spring 2022	COMM-1101	61410	YES	11	\$	110.48
Spring 2022	COMM-1105	61411	YES	20	\$	620.13
Spring 2022	COMM-1105	61412	YES	11	\$	341.07
Spring 2022	COMM-1105	61413	NO	18	\$	558.11
Spring 2022	COMM-1105	61415	NO	9	\$	279.06
Spring 2022	COMM-1105	61417	NO	7	\$	217.04
Spring 2022	COMM-1105	61419	NO	22	\$	682.14
Spring 2022	COMM-1105	61420	YES	19	\$	589.12
Spring 2022	COMM-1105	61421	YES	21	\$	651.13
Spring 2022	COMM-1105	61422	YES	19	\$	589.12
Spring 2022	COMM-1105	61423	YES	20	\$	620.13
Spring 2022	COMM-1105	61424	YES	17	\$	527.11
Spring 2022	COMM-1105	61425	YES	20	\$	620.13
Spring 2022	COMM-1105	61426	NO	21	\$	651.13
Spring 2022	COMM-1105	62060	YES	14	\$	434.09
Spring 2022	COMM-1105	62064	YES	14	\$	434.09
Spring 2022	COMM-1105	62072	YES	18	\$	558.11
Spring 2022	COMM-1105	62073	YES	6	\$	186.04
Spring 2022	COMM-1105	62074	YES	16	\$	496.10
Spring 2022	COMM-1105	62083	YES	13	\$	403.08
Spring 2022	COMM-1105	62097	YES	11	\$	341.07
Spring 2022	COMM-1105	62185	YES	9	\$	279.06
Spring 2022	COMM-1105	62321	YES	19	\$	589.12
Spring 2022	COMM-2200	61430	YES	21	\$	1,401.75
Spring 2022	COMM-2200	61431	NO	12	\$	801.00
Spring 2022	COMM-2200	61432	YES	21	\$	1,401.75
Spring 2022	COMM-2200	61434	NO	14	\$	934.50
Spring 2022	COMM-2200	61435	YES	22	\$	1,468.50
Spring 2022	COMM-2200	61437	YES	21	\$	1,401.75
Spring 2022	COMM-2200	61438	NO	22	\$	1,468.50
Spring 2022	COMM-2200	61439	YES	22	\$	1,468.50
Spring 2022	COMM-2200	61440	YES	21	\$	1,401.75
Spring 2022	COMM-2200	61441	YES	22	\$	1,468.50

Spring 2022	COMM-2200	61442	YES	22	\$	1,468.50
Spring 2022	COMM-2200	61443	YES	19	\$	1,268.25
Spring 2022	COMM-2200	61444	YES	19	\$	1,268.25
Spring 2022	COMM-2200	61445	NO	19	\$	1,268.25
Spring 2022	COMM-2200	62075	NO	9	\$	600.75
Spring 2022	COMM-2200	62077	YES	20	\$	1,335.00
Spring 2022	COMM-2200	62187	YES	20	\$	1,335.00
Spring 2022	COMM-2200	62188	YES	19	\$	1,268.25
Spring 2022	COMM-2200	64393	YES	21	\$	1,401.75
Spring 2022	COMM-2200	64394	YES	21	\$	1,401.75
Spring 2022	COMM-2200	64677	NO	19	\$	1,268.25
Spring 2022	COMM-2245	61457	YES	19	\$	190.83
Spring 2022	COMM-2245	61459	YES	20	\$	200.88
Spring 2022	COMM-2268	61460	YES	22	\$	1,042.80
Spring 2022	CSCI-1001	58530	YES	18	\$	2,128.50
Spring 2022	CSCI-1001	58649	YES	19	\$	2,246.75
Spring 2022	CSCI-1001	58650	YES	20	\$	2,365.00
Spring 2022	CSCI-1001	64649	YES	19	\$	2,246.75
Spring 2022	CSCI-1101	59304	YES	22	\$	379.50
Spring 2022	CSCI-1101	59305	YES	19	\$	327.75
Spring 2022	CSCI-1101	59309	NO	7	\$	120.75
Spring 2022	CSCI-1101	59311	YES	21	\$	362.25
Spring 2022	CSCI-1101	59312	NO	20	\$	345.00
Spring 2022	CSCI-1101	59313	NO	18	\$	310.50
Spring 2022	CSCI-1101	59314	NO	18	\$	310.50
Spring 2022	CSCI-1101	59316	NO	15	\$	258.75
Spring 2022	CSCI-1101	59317	NO	13	\$	224.25
Spring 2022	CSCI-1101	59318	YES	4	\$	69.00
Spring 2022	CSCI-1101	59319	YES	21	\$	362.25
Spring 2022	CSCI-1101	59321	YES	7	\$	120.75
Spring 2022	CSCI-1101	59322	YES	21	\$	362.25
Spring 2022	CSCI-1101	59323	YES	21	\$	362.25
Spring 2022	CSCI-1101	59324	YES	20	\$	345.00
Spring 2022	CSCI-1101	59325	YES	23	\$	396.75
Spring 2022	CSCI-1101	59326	YES	22	\$	379.50
Spring 2022	CSCI-1101	59327	YES	23	\$	396.75
Spring 2022	CSCI-1101	59328	YES	23	\$	396.75
Spring 2022	CSCI-1101	61634	YES	4	\$	69.00

Spring 2022	CSCI-1101	62011	YES	9	\$	155.25
Spring 2022	CSCI-1101	62365	YES	9	\$	155.25
Spring 2022	CSCI-1101	62366	YES	14	\$	241.50
Spring 2022	CSCI-1101	62669	YES	16	\$	276.00
Spring 2022	CSCI-1101	62678	YES	19	\$	327.75
Spring 2022	CSCI-1101	62704	NO	8	\$	138.00
Spring 2022	CSCI-1101	64536	YES	7	\$	120.75
Spring 2022	CSCI-1102	59334	NO	24	\$	2,838.00
Spring 2022	CSCI-2330	59390	YES	15	\$	165.74
Spring 2022	DEV-0114	59455	NO	12	\$	705.90
Spring 2022	DEV-0114	59456	NO	12	\$	705.90
Spring 2022	DEV-0114	59458	NO	17	\$	1,000.03
Spring 2022	DEV-0114	59460	NO	23	\$	1,352.98
Spring 2022	DEV-0114	59461	NO	7	\$	411.78
Spring 2022	DEV-0114	59462	NO	5	\$	294.13
Spring 2022	DEV-0114	59463	NO	16	\$	941.20
Spring 2022	DEV-0114	59465	NO	10	\$	588.25
Spring 2022	DEV-0114	59466	NO	8	\$	470.60
Spring 2022	DEV-0114	59467	NO	9	\$	529.43
Spring 2022	DEV-0114	59471	NO	5	\$	294.13
Spring 2022	DEV-0114	59473	NO	13	\$	764.73
Spring 2022	DEV-0114	62209	NO	47	\$	2,764.78
Spring 2022	ECON-2200	59546	YES	35	\$	1,319.50
Spring 2022	ECON-2200	59547	YES	26	\$	980.20
Spring 2022	ECON-2200	59548	NO	15	\$	565.50
Spring 2022	ECON-2200	59550	NO	34	\$	1,281.80
Spring 2022	ECON-2200	59551	NO	7	\$	263.90
Spring 2022	ECON-2200	59552	NO	30	\$	1,131.00
Spring 2022	ECON-2200	59553	YES	16	\$	603.20
Spring 2022	ECON-2200	59554	YES	14	\$	527.80
Spring 2022	ECON-2200	59555	YES	34	\$	1,281.80
Spring 2022	ECON-2200	59556	NO	20	\$	754.00
Spring 2022	ECON-2200	59557	NO	4	\$	150.80
Spring 2022	ECON-2200	59559	YES	7	\$	263.90
Spring 2022	ECON-2200	59560	NO	6	\$	226.20
Spring 2022	ECON-2200	59561	NO	7	\$	263.90
Spring 2022	ECON-2200	59562	YES	19	\$	716.30
Spring 2022	ECON-2200	59564	NO	8	\$	301.60

Spring 2022	ECON-2200	59566	YES	33	\$	1,244.10
Spring 2022	ECON-2200	59567	YES	35	\$	1,319.50
Spring 2022	ECON-2200	59568	YES	31	\$	1,168.70
Spring 2022	ECON-2200	61653	YES	22	\$	829.40
Spring 2022	ECON-2200	61654	YES	26	\$	980.20
Spring 2022	ECON-2200	62067	YES	16	\$	603.20
Spring 2022	ECON-2201	58653	NO	7	\$	263.90
Spring 2022	ECON-2201	59573	YES	13	\$	490.10
Spring 2022	ECON-2201	59574	NO	12	\$	452.40
Spring 2022	ECON-2201	59575	NO	33	\$	1,244.10
Spring 2022	ECON-2201	59576	YES	36	\$	1,357.20
Spring 2022	ECON-2201	59578	NO	6	\$	226.20
Spring 2022	ECON-2201	59579	YES	21	\$	791.70
Spring 2022	ECON-2201	59580	NO	18	\$	678.60
Spring 2022	ECON-2201	59581	NO	11	\$	414.70
Spring 2022	ECON-2201	61656	YES	35	\$	1,319.50
Spring 2022	ECON-2201	61657	YES	15	\$	565.50
Spring 2022	ECON-2201	61658	YES	21	\$	791.70
Spring 2022	FMGT-1101	58550	YES	23	\$	1,788.11
Spring 2022	FMGT-1101	59949	YES	10	\$	777.44
Spring 2022	FMGT-1101	59950	YES	24	\$	1,865.85
Spring 2022	FMGT-1101	59951	YES	25	\$	1,943.59
Spring 2022	FMGT-1101	59952	YES	8	\$	621.95
Spring 2022	FMGT-1101	59953	YES	7	\$	544.21
Spring 2022	FMGT-1101	59955	YES	17	\$	1,321.64
Spring 2022	FMGT-1101	59956	NO	7	\$	544.21
Spring 2022	FMGT-1101	59957	YES	13	\$	1,010.67
Spring 2022	FMGT-1101	59958	YES	19	\$	1,477.13
Spring 2022	FMGT-1101	59959	YES	23	\$	1,788.11
Spring 2022	FMGT-1101	59960	YES	21	\$	1,632.62
Spring 2022	FMGT-1101	59961	YES	23	\$	1,788.11
Spring 2022	FMGT-1101	59962	YES	22	\$	1,710.36
Spring 2022	FMGT-1101	59963	YES	21	\$	1,632.62
Spring 2022	FMGT-1101	61664	YES	18	\$	1,399.39
Spring 2022	FMGT-1101	61665	YES	15	\$	1,166.16
Spring 2022	FMGT-1101	61785	NO	13	\$	1,010.67
Spring 2022	FMGT-1101	61865	YES	5	\$	388.72
Spring 2022	FMGT-1101	61919	YES	10	\$	777.44

Spring 2022	FMGT-1101	61920	NO	1	\$	77.74
Spring 2022	FMGT-1101	62105	YES	6	\$	466.46
Spring 2022	FMGT-1101	62251	YES	15	\$	1,166.16
Spring 2022	FMGT-1101	62370	YES	7	\$	544.21
Spring 2022	FMGT-1101	62411	YES	10	\$	777.44
Spring 2022	FMGT-1101	62539	YES	4	\$	310.98
Spring 2022	FMGT-1101	62594	YES	4	\$	310.98
Spring 2022	FMGT-1101	62677	YES	27	\$	2,099.08
Spring 2022	FMGT-1101	62856	YES	15	\$	1,166.16
Spring 2022	FMGT-1211	59965	NO	7	\$	574.31
Spring 2022	FMGT-1211	59966	YES	22	\$	1,804.96
Spring 2022	FMGT-2201	59968	NO	15	\$	1,331.44
Spring 2022	FMGT-2201	59969	YES	13	\$	1,153.91
Spring 2022	FMGT-2201	59970	NO	11	\$	976.39
Spring 2022	FMGT-2201	59971	NO	23	\$	2,041.54
Spring 2022	FMGT-2201	59972	NO	24	\$	2,130.30
Spring 2022	FMGT-2201	59973	YES	24	\$	2,130.30
Spring 2022	FMGT-2201	61855	YES	18	\$	1,597.73
Spring 2022	FMGT-2201	61921	YES	13	\$	1,153.91
Spring 2022	FMGT-2202	59974	YES	19	\$	1,699.19
Spring 2022	FMGT-2232	59975	NO	11	\$	1,941.23
Spring 2022	FMGT-2242	59976	YES	15	\$	1,196.34
Spring 2022	FREN-1101	60001	YES	21	\$	3,278.49
Spring 2022	FREN-1101	61534	YES	18	\$	2,810.14
Spring 2022	FREN-1101	61824	YES	11	\$	1,717.31
Spring 2022	FREN-1102	60003	YES	14	\$	3,585.66
Spring 2022	GERM-1101	60041	YES	11	\$	527.88
Spring 2022	GERM-1102	60043	YES	16	\$	2,063.83
Spring 2022	GERM-1103	60044	NO	5	\$	644.95
Spring 2022	HORT-1130	60196	NO	10	\$	824.19
Spring 2022	HORT-1130	61524	YES	12	\$	989.03
Spring 2022	HRM-1121	60198	NO	7	\$	457.84
Spring 2022	HRM-1121	60199	YES	8	\$	523.25
Spring 2022	HRM-1121	60200	NO	18	\$	1,177.31
Spring 2022	HRM-1121	60201	NO	21	\$	1,373.53
Spring 2022	HRM-1121	60202	YES	20	\$	1,308.13
Spring 2022	HRM-1224	60205	NO	18	\$	1,177.31
Spring 2022	HRM-1225	60206	NO	10	\$	2,246.13

Spring 2022	HRM-1825	60207	NO	9	\$	2,569.61
Spring 2022	HRM-1828	61926	NO	10	\$	340.44
Spring 2022	ITAL-1101	60297	NO	8	\$	1,603.70
Spring 2022	ITAL-1102	61531	YES	8	\$	2,403.70
Spring 2022	ITAL-1103	60298	YES	7	\$	2,103.24
Spring 2022	LEGL-2064	60348	NO	25	\$	1,885.16
Spring 2022	LEGL-2064	60349	NO	21	\$	1,583.53
Spring 2022	LEGL-2064	60350	NO	19	\$	1,432.72
Spring 2022	LEGL-2064	60351	NO	16	\$	1,206.50
Spring 2022	LEGL-2064	60352	YES	22	\$	1,658.94
Spring 2022	LEGL-2064	60353	NO	22	\$	1,658.94
Spring 2022	LEGL-2064	60354	NO	19	\$	1,432.72
Spring 2022	LEGL-2064	60355	YES	25	\$	1,885.16
Spring 2022	LEGL-2064	60356	YES	25	\$	1,885.16
Spring 2022	LEGL-2064	60357	NO	22	\$	1,658.94
Spring 2022	LEGL-2064	64640	NO	22	\$	1,658.94
Spring 2022	LEGL-2064	64641	NO	21	\$	1,583.53
Spring 2022	LEGL-2064	64642	NO	24	\$	1,809.75
Spring 2022	MATH-1025	58577	NO	4	\$	274.00
Spring 2022	MATH-1025	58578	NO	4	\$	274.00
Spring 2022	MATH-1025	58702	NO	18	\$	1,233.00
Spring 2022	MATH-1025	62215	NO	22	\$	1,507.00
Spring 2022	MATH-1025	62216	NO	24	\$	1,644.00
Spring 2022	MATH-1025	62217	NO	23	\$	1,575.50
Spring 2022	MATH-1025	62218	NO	16	\$	1,096.00
Spring 2022	MATH-1025	62219	NO	18	\$	1,233.00
Spring 2022	MATH-1025	62220	NO	19	\$	1,301.50
Spring 2022	MATH-1025	62221	NO	12	\$	822.00
Spring 2022	MATH-1025	62222	NO	3	\$	205.50
Spring 2022	MATH-1025	62224	NO	21	\$	1,438.50
Spring 2022	MATH-1025	62225	NO	13	\$	890.50
Spring 2022	MATH-1025	62226	NO	11	\$	753.50
Spring 2022	MATH-1025	62227	NO	10	\$	685.00
Spring 2022	MATH-1025	62228	NO	25	\$	1,712.50
Spring 2022	MATH-1025	62229	NO	20	\$	1,370.00
Spring 2022	MATH-1025	62230	NO	25	\$	1,712.50
Spring 2022	MATH-1025	62231	NO	16	\$	1,096.00
Spring 2022	MATH-1025	62504	NO	10	\$	685.00

Spring 2022	MATH-1025	62791	NO	16	\$	1,096.00
Spring 2022	MATH-1025	62792	NO	5	\$	342.50
Spring 2022	MATH-1050	60380	NO	22	\$	1,294.15
Spring 2022	MATH-1050	60381	YES	21	\$	1,235.33
Spring 2022	MATH-1075	60384	NO	30	\$	1,764.75
Spring 2022	MATH-1099	60386	NO	24	\$	1,411.80
Spring 2022	MATH-1099	60387	NO	21	\$	1,235.33
Spring 2022	MATH-1099	60388	NO	24	\$	1,411.80
Spring 2022	MATH-1099	60389	NO	21	\$	1,235.33
Spring 2022	MATH-1099	60390	NO	23	\$	1,352.98
Spring 2022	MATH-1099	60391	NO	21	\$	1,235.33
Spring 2022	MATH-1099	60392	NO	20	\$	1,176.50
Spring 2022	MATH-1099	60393	NO	18	\$	1,058.85
Spring 2022	MATH-1099	60394	NO	19	\$	1,117.68
Spring 2022	MATH-1099	60395	NO	13	\$	764.73
Spring 2022	MATH-1099	60396	NO	19	\$	1,117.68
Spring 2022	MATH-1099	60397	NO	11	\$	647.08
Spring 2022	MATH-1099	60398	NO	9	\$	529.43
Spring 2022	MATH-1099	60399	NO	6	\$	352.95
Spring 2022	MATH-1099	60400	NO	8	\$	470.60
Spring 2022	MATH-1099	60401	NO	21	\$	1,235.33
Spring 2022	MATH-1099	60402	NO	11	\$	647.08
Spring 2022	MATH-1099	60403	NO	9	\$	529.43
Spring 2022	MATH-1099	60404	NO	10	\$	588.25
Spring 2022	MATH-1099	60405	NO	11	\$	647.08
Spring 2022	MATH-1099	60407	NO	23	\$	1,352.98
Spring 2022	MATH-1099	60408	NO	15	\$	882.38
Spring 2022	MATH-1099	60409	NO	10	\$	588.25
Spring 2022	MATH-1099	60413	NO	11	\$	647.08
Spring 2022	MATH-1099	60414	NO	9	\$	529.43
Spring 2022	MATH-1099	60417	NO	18	\$	1,058.85
Spring 2022	MATH-1099	60418	NO	14	\$	823.55
Spring 2022	MATH-1099	60419	NO	14	\$	823.55
Spring 2022	MATH-1099	60421	NO	12	\$	705.90
Spring 2022	MATH-1099	60422	NO	18	\$	1,058.85
Spring 2022	MATH-1099	60425	NO	16	\$	941.20
Spring 2022	MATH-1099	60426	NO	19	\$	1,117.68
Spring 2022	MATH-1099	60427	NO	7	\$	411.78

Spring 2022	MATH-1099	60429	NO	7	\$	411.78
Spring 2022	MATH-1099	60440	NO	7	\$	411.78
Spring 2022	MATH-1099	60441	NO	9	\$	529.43
Spring 2022	MATH-1099	60442	NO	9	\$	529.43
Spring 2022	MATH-1099	60444	NO	13	\$	764.73
Spring 2022	MATH-1099	60445	NO	21	\$	1,235.33
Spring 2022	MATH-1099	60446	NO	15	\$	882.38
Spring 2022	MATH-1099	60447	NO	14	\$	823.55
Spring 2022	MATH-1099	60448	NO	13	\$	764.73
Spring 2022	MATH-1099	62233	NO	12	\$	705.90
Spring 2022	MATH-1099	62234	NO	22	\$	1,294.15
Spring 2022	MATH-1099	62235	NO	19	\$	1,117.68
Spring 2022	MATH-1099	62236	NO	21	\$	1,235.33
Spring 2022	MATH-1099	62237	NO	20	\$	1,176.50
Spring 2022	MATH-1099	62238	NO	15	\$	882.38
Spring 2022	MATH-1099	62239	NO	17	\$	1,000.03
Spring 2022	MATH-1099	62240	NO	9	\$	529.43
Spring 2022	MATH-1104	60452	YES	21	\$	1,373.01
Spring 2022	MATH-1104	60453	YES	22	\$	1,438.39
Spring 2022	MATH-1104	60454	YES	23	\$	1,503.77
Spring 2022	MATH-1104	60455	YES	11	\$	719.19
Spring 2022	MATH-1104	60457	YES	23	\$	1,503.77
Spring 2022	MATH-1104	62247	NO	17	\$	1,111.48
Spring 2022	MATH-1104	62248	NO	23	\$	1,503.77
Spring 2022	MATH-1130	60479	NO	17	\$	809.73
Spring 2022	MATH-1130	60480	NO	12	\$	571.58
Spring 2022	MATH-1130	60481	YES	29	\$	1,381.31
Spring 2022	MATH-1130	60482	NO	5	\$	238.16
Spring 2022	MATH-1130	60483	NO	12	\$	571.58
Spring 2022	MATH-1130	62265	NO	16	\$	762.10
Spring 2022	MATH-1130	62510	YES	7	\$	333.42
Spring 2022	MATH-1131	60484	NO	29	\$	1,381.31
Spring 2022	MATH-1131	60485	NO	28	\$	1,333.68
Spring 2022	MATH-1131	60486	YES	29	\$	1,381.31
Spring 2022	MATH-1131	60487	YES	27	\$	1,286.04
Spring 2022	MATH-1131	60488	YES	15	\$	714.47
Spring 2022	MATH-1131	60489	YES	24	\$	1,143.15
Spring 2022	MECH-1130	60555	NO	18	\$	2,184.98

Spring 2022	MKTG-1105	60570	YES	15	\$	670.69
Spring 2022	MKTG-1110	60571	NO	14	\$	896.88
Spring 2022	MKTG-1110	60572	YES	24	\$	1,537.50
Spring 2022	MKTG-1110	60573	NO	22	\$	1,409.38
Spring 2022	MKTG-1110	60574	YES	17	\$	1,089.06
Spring 2022	MKTG-1110	60575	NO	21	\$	1,345.31
Spring 2022	MKTG-1110	60576	NO	9	\$	576.56
Spring 2022	MKTG-1110	60577	NO	8	\$	512.50
Spring 2022	MKTG-1110	60578	YES	25	\$	1,601.56
Spring 2022	MKTG-1110	60579	YES	24	\$	1,537.50
Spring 2022	MKTG-1110	60581	YES	24	\$	1,537.50
Spring 2022	MKTG-1110	60582	YES	22	\$	1,409.38
Spring 2022	MKTG-1110	60583	YES	24	\$	1,537.50
Spring 2022	MKTG-1110	61871	YES	23	\$	1,473.44
Spring 2022	MKTG-1110	61876	NO	26	\$	1,665.63
Spring 2022	MKTG-1110	62607	NO	7	\$	448.44
Spring 2022	MKTG-1125	60589	NO	19	\$	745.16
Spring 2022	MKTG-1125	60590	YES	24	\$	941.25
Spring 2022	MKTG-1125	61872	YES	25	\$	980.47
Spring 2022	MKTG-1125	62858	YES	9	\$	352.97
Spring 2022	MKTG-1125	64528	YES	4	\$	156.88
Spring 2022	MKTG-1230	60591	YES	23	\$	1,028.39
Spring 2022	MKTG-1230	60592	YES	23	\$	1,028.39
Spring 2022	MKTG-1230	61675	YES	4	\$	178.85
Spring 2022	MKTG-1230	62007	YES	5	\$	223.56
Spring 2022	MKTG-2400	61874	NO	14	\$	1,013.51
Spring 2022	PHYS-0100	60706	NO	17	\$	1,218.90
Spring 2022	PHYS-0100	60707	YES	21	\$	1,505.70
Spring 2022	PHYS-0100	60708	NO	20	\$	1,434.00
Spring 2022	PHYS-0100	60709	NO	16	\$	1,147.20
Spring 2022	PHYS-1200	60711	YES	22	\$	1,935.76
Spring 2022	PHYS-1200	60712	YES	11	\$	967.88
Spring 2022	PHYS-1200	60713	YES	22	\$	1,935.76
Spring 2022	PHYS-1200	60714	NO	21	\$	1,847.77
Spring 2022	PHYS-1200	60715	YES	14	\$	1,231.85
Spring 2022	PHYS-1200	60716	NO	10	\$	879.89
Spring 2022	PHYS-1200	60719	YES	8	\$	703.91
Spring 2022	PHYS-1200	60720	YES	23	\$	2,023.75

Spring 2022	PHYS-1200	60721	YES	23	\$	2,023.75
Spring 2022	PHYS-1200	60722	YES	22	\$	1,935.76
Spring 2022	PHYS-1201	60723	YES	9	\$	791.90
Spring 2022	PHYS-1201	60724	YES	15	\$	1,319.84
Spring 2022	PHYS-1201	60725	YES	17	\$	1,495.82
Spring 2022	PHYS-1201	60726	YES	20	\$	1,759.79
Spring 2022	PHYS-1201	60727	NO	21	\$	1,847.77
Spring 2022	PHYS-1250	60728	YES	24	\$	3,052.35
Spring 2022	PHYS-1250	60729	YES	24	\$	3,052.35
Spring 2022	PHYS-1250	60730	YES	23	\$	2,925.17
Spring 2022	PHYS-1250	60731	YES	24	\$	3,052.35
Spring 2022	PHYS-1250	60732	YES	23	\$	2,925.17
Spring 2022	PHYS-1251	60733	YES	19	\$	1,728.80
Spring 2022	PHYS-1251	60734	NO	21	\$	1,910.77
Spring 2022	PHYS-1251	60735	YES	13	\$	1,182.86
Spring 2022	PHYS-1251	60736	NO	16	\$	1,455.83
Spring 2022	PSY-2340	60869	NO	35	\$	1,085.22
Spring 2022	PSY-2340	60870	YES	13	\$	403.08
Spring 2022	PSY-2340	60871	YES	22	\$	682.14
Spring 2022	PSY-2340	60872	NO	32	\$	992.20
Spring 2022	PSY-2340	60873	YES	22	\$	682.14
Spring 2022	PSY-2340	60874	NO	4	\$	124.03
Spring 2022	PSY-2340	60875	NO	21	\$	651.13
Spring 2022	PSY-2340	60879	NO	10	\$	310.06
Spring 2022	PSY-2340	60883	YES	35	\$	1,085.22
Spring 2022	PSY-2340	60884	YES	33	\$	1,023.21
Spring 2022	PSY-2340	60885	YES	34	\$	1,054.21
Spring 2022	PSY-2340	60886	YES	33	\$	1,023.21
Spring 2022	PSY-2340	60887	YES	33	\$	1,023.21
Spring 2022	PSY-2340	62148	YES	15	\$	465.09
Spring 2022	PSY-2340	62403	NO	21	\$	651.13
Spring 2022	PSY-2340	62404	YES	16	\$	496.10
Spring 2022	PSY-2551	60892	NO	8	\$	248.05
Spring 2022	PSY-2551	60893	YES	34	\$	1,054.21
Spring 2022	PSY-2551	62407	NO	8	\$	248.05
Spring 2022	SCM-1101	60952	NO	7	\$	1,592.50
Spring 2022	SCM-1190	60953	YES	13	\$	2,893.96
Spring 2022	SCM-1190	64650	YES	3	\$	667.84

Spring 2022	SES-1100	60962	YES	23	\$	783.01
Spring 2022	SES-1100	60965	YES	24	\$	817.05
Spring 2022	SES-1100	60966	YES	24	\$	817.05
Spring 2022	SES-1100	60967	YES	23	\$	783.01
Spring 2022	SES-1102	61614	YES	18	\$	239.51
Spring 2022	SES-2438	58724	YES	23	\$	975.09
Spring 2022	SES-2440	60981	NO	11	\$	642.02
Spring 2022	SES-2440	60982	NO	3	\$	175.10
Spring 2022	SES-2440	60983	NO	3	\$	175.10
Spring 2022	SES-2441	60984	NO	6	\$	995.03
Spring 2022	SES-2441	60985	NO	8	\$	1,326.71
Spring 2022	SES-2441	60986	NO	13	\$	2,155.90
Spring 2022	SES-2442	60987	NO	15	\$	635.93
Spring 2022	SES-2700	61615	NO	11	\$	146.37
Spring 2022	SOC-2202	61050	YES	34	\$	1,924.27
Spring 2022	SOC-2202	61051	YES	30	\$	1,697.89
Spring 2022	STAT-1400	61139	YES	20	\$	1,141.00
Spring 2022	STAT-1400	61140	NO	20	\$	1,141.00
Spring 2022	STAT-1400	61143	NO	26	\$	1,483.30
Spring 2022	STAT-1400	61145	NO	18	\$	1,026.90
Spring 2022	STAT-1400	61149	YES	26	\$	1,483.30
Spring 2022	STAT-1400	61150	YES	15	\$	855.75
Spring 2022	STAT-1400	61151	YES	19	\$	1,083.95
Spring 2022	STAT-1400	62350	YES	21	\$	1,198.05
Spring 2022	STAT-1400	62351	YES	21	\$	1,198.05
Spring 2022	STAT-1400	62354	YES	22	\$	1,255.10
Spring 2022	STAT-1400	62355	YES	24	\$	1,369.20
Spring 2022	STAT-1400	62356	YES	17	\$	969.85
Spring 2022	STAT-1400	62519	NO	15	\$	855.75

Fiscal Year 2022 - Inclusive Access

21,945 \$ 1,452,653

*The student counts represent HEI operational estimates and are provided for autumn and spring terms only.

DEFINITION OF OER*

The term "open educational resource" means a teaching, learning, or research resource offered freely to users in at least one form and either resides in the public domain or has been released under an open copyright license that allows for its free use, reuse, modification, and sharing with attribution.

What is an example of an OER course? *

An OER course is completely free because it uses openly licensed resources. To receive this designation, the course must use openly licensed materials for all required curricular resources, including textbooks and other instructional materials, such as workbooks, lab manuals, and online homework platforms.

An example of an OER course would be one where the instructor provides a link to a free, online version of an openly licensed textbooks. The course does not use any other required curricular resources. The professor can recommend students purchase a print- on-demand version, but as long as the instructor does not require the students to use the print version, the cost of printing does not disqualify this course from receiving the OER designation.

What is included/excluded when calculating course material costs? *

Included in the cost: textbooks and other instructional/curricular materials, such as workbooks, lab manuals, online homework platforms and codes, or publisher-provided materials for students.

Also included are any course fees for course materials, such as a textbook rental fee, inclusive access fee, Barnes & Noble College Booksellers' First Day fee, or Follett's ACCESS fee.

Excluded from the cost: supplies and equipment, including art supplies, lab tools, and calculators. Also excluded are course fees that are a lab fee, technology fee, or testing fee.

The average return on investment (\$116) is derived from the recent MHEC study on benefits and costs of OER.

https://www.mhec.org/sites/default/files/resources/2022MHECOER-Toward-Convergence.pdf?utm_source=msdynmktg&utm_medium=email&utm_campaign=22towardconvergence#msdynttrid=pJ-O-aa8BW0NjmTgEIXpi9nJKWFvp-J9qbFukH0u8il

**Per ODHE*

DEFINITION OF AN OER COURSE - See OER Defined tab

TERM (Fall 2021 or Spring 2022)	COURSE ID	SECTION NUMBER	CCP (YES OR NO)	NUMBER OF STUDENTS ENROLLED*	AVERAGE RETURN ON INVESTMENT**
Fall 2021	BMGT-1008	57481	YES	3	\$ 348
Fall 2021	BMGT-1008	57500	YES	5	\$ 580
Fall 2021	BMGT-1008	57522	YES	13	\$ 1,508
Fall 2021	BMGT-1008	57539	YES	5	\$ 580
Fall 2021	BMGT-1008	57710	YES	13	\$ 1,508
Fall 2021	BMGT-1008	57711	YES	13	\$ 1,508
Fall 2021	BMGT-1008	57991	YES	8	\$ 928
Fall 2021	BMGT-1210	54177	NO	19	\$ 2,204
Fall 2021	CSCI-1275	55054	NO	16	\$ 1,856
Fall 2021	CSCI-1275	55055	NO	13	\$ 1,508
Fall 2021	CSCI-1275	55057	NO	21	\$ 2,436
Fall 2021	CSCI-1275	57687	YES	7	\$ 812
Fall 2021	ECON-2200	54307	YES	27	\$ 3,132
Fall 2021	ECON-2200	55233	YES	23	\$ 2,668
Fall 2021	ECON-2200	55234	YES	35	\$ 4,060
Fall 2021	ECON-2200	55235	NO	31	\$ 3,596
Fall 2021	ECON-2200	55236	NO	23	\$ 2,668
Fall 2021	ECON-2200	55237	YES	34	\$ 3,944
Fall 2021	ECON-2200	55238	NO	11	\$ 1,276
Fall 2021	ECON-2200	55239	NO	7	\$ 812
Fall 2021	ECON-2200	55240	YES	31	\$ 3,596
Fall 2021	ECON-2200	55241	NO	34	\$ 3,944
Fall 2021	ECON-2200	55247	YES	30	\$ 3,480
Fall 2021	ECON-2200	55248	YES	35	\$ 4,060
Fall 2021	ECON-2200	55249	YES	34	\$ 3,944
Fall 2021	ECON-2200	55250	YES	31	\$ 3,596
Fall 2021	ECON-2200	55251	YES	29	\$ 3,364
Fall 2021	ECON-2200	55252	YES	31	\$ 3,596
Fall 2021	ECON-2200	55253	YES	9	\$ 1,044
Fall 2021	ECON-2200	55254	YES	9	\$ 1,044
Fall 2021	ECON-2200	55255	YES	10	\$ 1,160

Fall 2021	ECON-2200	55256	YES	11	\$	1,276
Fall 2021	ECON-2200	57013	YES	17	\$	1,972
Fall 2021	ECON-2200	57020	YES	22	\$	2,552
Fall 2021	ECON-2200	57044	YES	24	\$	2,784
Fall 2021	ECON-2200	57045	YES	18	\$	2,088
Fall 2021	ECON-2200	57046	NO	29	\$	3,364
Fall 2021	ECON-2200	57182	NO	11	\$	1,276
Fall 2021	ECON-2200	57272	YES	35	\$	4,060
Fall 2021	ECON-2200	57273	NO	35	\$	4,060
Fall 2021	ECON-2200	58304	NO	32	\$	3,712
Fall 2021	ECON-2200	58305	YES	16	\$	1,856
Fall 2021	ENGL-0199	55292	NO	13	\$	1,508
Fall 2021	ENGL-0199	55293	NO	11	\$	1,276
Fall 2021	ENGL-0199	55294	NO	13	\$	1,508
Fall 2021	ENGL-0199	55295	NO	15	\$	1,740
Fall 2021	ENGL-0199	55296	NO	14	\$	1,624
Fall 2021	ENGL-0199	55297	NO	15	\$	1,740
Fall 2021	ENGL-0199	55298	NO	13	\$	1,508
Fall 2021	ENGL-0199	55299	NO	14	\$	1,624
Fall 2021	ENGL-0199	55300	NO	16	\$	1,856
Fall 2021	ENGL-0199	55301	NO	12	\$	1,392
Fall 2021	ENGL-0199	55302	NO	15	\$	1,740
Fall 2021	ENGL-0199	55303	YES	13	\$	1,508
Fall 2021	ENGL-0199	55304	NO	16	\$	1,856
Fall 2021	ENGL-0199	55305	NO	14	\$	1,624
Fall 2021	ENGL-0199	55306	NO	16	\$	1,856
Fall 2021	ENGL-0199	55307	NO	12	\$	1,392
Fall 2021	ENGL-0199	55308	NO	15	\$	1,740
Fall 2021	ENGL-0199	55309	NO	14	\$	1,624
Fall 2021	ENGL-0199	55310	NO	12	\$	1,392
Fall 2021	ENGL-0199	55311	NO	16	\$	1,856
Fall 2021	ENGL-0199	55312	NO	16	\$	1,856
Fall 2021	ENGL-0199	55314	NO	12	\$	1,392
Fall 2021	ENGL-0199	55315	NO	14	\$	1,624
Fall 2021	ENGL-0199	55316	NO	12	\$	1,392
Fall 2021	ENGL-0199	55317	NO	16	\$	1,856
Fall 2021	ENGL-0199	55318	NO	15	\$	1,740
Fall 2021	ENGL-0199	55319	NO	15	\$	1,740

Fall 2021	ENGL-0199	55320	NO	16	\$	1,856
Fall 2021	ENGL-0199	55321	NO	15	\$	1,740
Fall 2021	ENGL-0199	55322	NO	14	\$	1,624
Fall 2021	ENGL-0199	55323	NO	16	\$	1,856
Fall 2021	ENGL-0199	55324	NO	14	\$	1,624
Fall 2021	ENGL-0199	55325	NO	13	\$	1,508
Fall 2021	ENGL-0199	55326	NO	15	\$	1,740
Fall 2021	ENGL-0199	55327	NO	14	\$	1,624
Fall 2021	ENGL-0199	55328	NO	16	\$	1,856
Fall 2021	ENGL-0199	55329	NO	16	\$	1,856
Fall 2021	ENGL-0199	55330	NO	14	\$	1,624
Fall 2021	ENGL-0199	55331	NO	15	\$	1,740
Fall 2021	ENGL-0199	55332	NO	12	\$	1,392
Fall 2021	ENGL-0199	55333	NO	14	\$	1,624
Fall 2021	ENGL-0199	55334	NO	14	\$	1,624
Fall 2021	ENGL-0199	55335	NO	14	\$	1,624
Fall 2021	ENGL-0199	55336	NO	14	\$	1,624
Fall 2021	ENGL-0199	55337	NO	10	\$	1,160
Fall 2021	ENGL-0199	55338	NO	12	\$	1,392
Fall 2021	ENGL-0199	55339	NO	10	\$	1,160
Fall 2021	ENGL-0199	55340	NO	14	\$	1,624
Fall 2021	ENGL-0199	55341	NO	12	\$	1,392
Fall 2021	ENGL-0199	55342	NO	16	\$	1,856
Fall 2021	ENGL-0199	55343	NO	12	\$	1,392
Fall 2021	ENGL-0199	55347	NO	15	\$	1,740
Fall 2021	ENGL-0199	55348	NO	15	\$	1,740
Fall 2021	ENGL-0199	55350	NO	13	\$	1,508
Fall 2021	ENGL-0199	55354	NO	15	\$	1,740
Fall 2021	ENGL-0199	55355	NO	15	\$	1,740
Fall 2021	ENGL-0199	55356	NO	14	\$	1,624
Fall 2021	ENGL-0199	55357	NO	13	\$	1,508
Fall 2021	ENGL-0199	55358	NO	15	\$	1,740
Fall 2021	ENGL-0199	55359	NO	13	\$	1,508
Fall 2021	ENGL-0199	55361	NO	13	\$	1,508
Fall 2021	ENGL-0199	61537	NO	7	\$	812
Fall 2021	ENGL-0199	61550	NO	10	\$	1,160
Fall 2021	ENGL-0199	61573	NO	12	\$	1,392
Fall 2021	ENGL-0199	61620	NO	13	\$	1,508

Fall 2021	ENGL-1100	54315	YES	18	\$	2,088
Fall 2021	ENGL-1100	55362	YES	22	\$	2,552
Fall 2021	ENGL-1100	55363	YES	19	\$	2,204
Fall 2021	ENGL-1100	55364	YES	22	\$	2,552
Fall 2021	ENGL-1100	55365	NO	22	\$	2,552
Fall 2021	ENGL-1100	55366	NO	22	\$	2,552
Fall 2021	ENGL-1100	55367	YES	24	\$	2,784
Fall 2021	ENGL-1100	55368	YES	22	\$	2,552
Fall 2021	ENGL-1100	55369	YES	22	\$	2,552
Fall 2021	ENGL-1100	55370	YES	25	\$	2,900
Fall 2021	ENGL-1100	55371	YES	22	\$	2,552
Fall 2021	ENGL-1100	55372	NO	24	\$	2,784
Fall 2021	ENGL-1100	55373	YES	24	\$	2,784
Fall 2021	ENGL-1100	55374	NO	24	\$	2,784
Fall 2021	ENGL-1100	55375	NO	24	\$	2,784
Fall 2021	ENGL-1100	55376	NO	25	\$	2,900
Fall 2021	ENGL-1100	55377	NO	23	\$	2,668
Fall 2021	ENGL-1100	55378	YES	22	\$	2,552
Fall 2021	ENGL-1100	55379	NO	21	\$	2,436
Fall 2021	ENGL-1100	55380	NO	21	\$	2,436
Fall 2021	ENGL-1100	55381	NO	24	\$	2,784
Fall 2021	ENGL-1100	55382	YES	24	\$	2,784
Fall 2021	ENGL-1100	55384	YES	21	\$	2,436
Fall 2021	ENGL-1100	55385	YES	23	\$	2,668
Fall 2021	ENGL-1100	55386	YES	23	\$	2,668
Fall 2021	ENGL-1100	55387	NO	24	\$	2,784
Fall 2021	ENGL-1100	55388	YES	24	\$	2,784
Fall 2021	ENGL-1100	55389	YES	24	\$	2,784
Fall 2021	ENGL-1100	55390	NO	11	\$	1,276
Fall 2021	ENGL-1100	55391	NO	24	\$	2,784
Fall 2021	ENGL-1100	55392	YES	25	\$	2,900
Fall 2021	ENGL-1100	55393	NO	23	\$	2,668
Fall 2021	ENGL-1100	55394	NO	25	\$	2,900
Fall 2021	ENGL-1100	55395	NO	22	\$	2,552
Fall 2021	ENGL-1100	55396	YES	21	\$	2,436
Fall 2021	ENGL-1100	55397	NO	24	\$	2,784
Fall 2021	ENGL-1100	55398	YES	23	\$	2,668
Fall 2021	ENGL-1100	55399	YES	25	\$	2,900

Fall 2021	ENGL-1100	55400	NO	24	\$	2,784
Fall 2021	ENGL-1100	55401	NO	21	\$	2,436
Fall 2021	ENGL-1100	55402	YES	24	\$	2,784
Fall 2021	ENGL-1100	55403	YES	19	\$	2,204
Fall 2021	ENGL-1100	55404	YES	20	\$	2,320
Fall 2021	ENGL-1100	55405	NO	23	\$	2,668
Fall 2021	ENGL-1100	55406	NO	22	\$	2,552
Fall 2021	ENGL-1100	55407	YES	24	\$	2,784
Fall 2021	ENGL-1100	55408	NO	18	\$	2,088
Fall 2021	ENGL-1100	55409	NO	17	\$	1,972
Fall 2021	ENGL-1100	55410	NO	18	\$	2,088
Fall 2021	ENGL-1100	55411	NO	22	\$	2,552
Fall 2021	ENGL-1100	55412	NO	18	\$	2,088
Fall 2021	ENGL-1100	55413	NO	25	\$	2,900
Fall 2021	ENGL-1100	55414	NO	18	\$	2,088
Fall 2021	ENGL-1100	55416	YES	22	\$	2,552
Fall 2021	ENGL-1100	55417	YES	25	\$	2,900
Fall 2021	ENGL-1100	55418	YES	20	\$	2,320
Fall 2021	ENGL-1100	55419	YES	23	\$	2,668
Fall 2021	ENGL-1100	55420	YES	23	\$	2,668
Fall 2021	ENGL-1100	55421	YES	20	\$	2,320
Fall 2021	ENGL-1100	55422	YES	24	\$	2,784
Fall 2021	ENGL-1100	55423	YES	23	\$	2,668
Fall 2021	ENGL-1100	55424	YES	19	\$	2,204
Fall 2021	ENGL-1100	55425	YES	23	\$	2,668
Fall 2021	ENGL-1100	55426	YES	17	\$	1,972
Fall 2021	ENGL-1100	55427	YES	18	\$	2,088
Fall 2021	ENGL-1100	55428	YES	25	\$	2,900
Fall 2021	ENGL-1100	55429	YES	24	\$	2,784
Fall 2021	ENGL-1100	55430	YES	20	\$	2,320
Fall 2021	ENGL-1100	55431	YES	20	\$	2,320
Fall 2021	ENGL-1100	55432	YES	20	\$	2,320
Fall 2021	ENGL-1100	55433	NO	19	\$	2,204
Fall 2021	ENGL-1100	55434	YES	14	\$	1,624
Fall 2021	ENGL-1100	55435	YES	17	\$	1,972
Fall 2021	ENGL-1100	55436	YES	20	\$	2,320
Fall 2021	ENGL-1100	55437	NO	18	\$	2,088
Fall 2021	ENGL-1100	55438	YES	19	\$	2,204

Fall 2021	ENGL-1100	55439	NO	23	\$	2,668
Fall 2021	ENGL-1100	55440	YES	19	\$	2,204
Fall 2021	ENGL-1100	55441	NO	19	\$	2,204
Fall 2021	ENGL-1100	55442	NO	19	\$	2,204
Fall 2021	ENGL-1100	55443	NO	18	\$	2,088
Fall 2021	ENGL-1100	55444	NO	17	\$	1,972
Fall 2021	ENGL-1100	55445	YES	20	\$	2,320
Fall 2021	ENGL-1100	55446	YES	23	\$	2,668
Fall 2021	ENGL-1100	55459	YES	24	\$	2,784
Fall 2021	ENGL-1100	55460	YES	24	\$	2,784
Fall 2021	ENGL-1100	55461	YES	23	\$	2,668
Fall 2021	ENGL-1100	55462	YES	22	\$	2,552
Fall 2021	ENGL-1100	55463	YES	24	\$	2,784
Fall 2021	ENGL-1100	55466	NO	22	\$	2,552
Fall 2021	ENGL-1100	55467	YES	23	\$	2,668
Fall 2021	ENGL-1100	55469	YES	14	\$	1,624
Fall 2021	ENGL-1100	55470	YES	21	\$	2,436
Fall 2021	ENGL-1100	55471	YES	22	\$	2,552
Fall 2021	ENGL-1100	55475	YES	23	\$	2,668
Fall 2021	ENGL-1100	55476	YES	22	\$	2,552
Fall 2021	ENGL-1100	55477	YES	24	\$	2,784
Fall 2021	ENGL-1100	55478	YES	25	\$	2,900
Fall 2021	ENGL-1100	55479	YES	25	\$	2,900
Fall 2021	ENGL-1100	55480	YES	25	\$	2,900
Fall 2021	ENGL-1100	55481	YES	25	\$	2,900
Fall 2021	ENGL-1100	55482	YES	22	\$	2,552
Fall 2021	ENGL-1100	55483	YES	24	\$	2,784
Fall 2021	ENGL-1100	55494	YES	23	\$	2,668
Fall 2021	ENGL-1100	55495	YES	23	\$	2,668
Fall 2021	ENGL-1100	55496	YES	22	\$	2,552
Fall 2021	ENGL-1100	55497	YES	23	\$	2,668
Fall 2021	ENGL-1100	55498	YES	20	\$	2,320
Fall 2021	ENGL-1100	55500	YES	24	\$	2,784
Fall 2021	ENGL-1100	55504	YES	24	\$	2,784
Fall 2021	ENGL-1100	55505	YES	25	\$	2,900
Fall 2021	ENGL-1100	55506	YES	24	\$	2,784
Fall 2021	ENGL-1100	55507	YES	23	\$	2,668
Fall 2021	ENGL-1100	55508	YES	24	\$	2,784

Fall 2021	ENGL-1100	55509	YES	23	\$	2,668
Fall 2021	ENGL-1100	55510	YES	25	\$	2,900
Fall 2021	ENGL-1100	55511	YES	23	\$	2,668
Fall 2021	ENGL-1100	55512	YES	23	\$	2,668
Fall 2021	ENGL-1100	55513	YES	23	\$	2,668
Fall 2021	ENGL-1100	55514	YES	25	\$	2,900
Fall 2021	ENGL-1100	55515	YES	22	\$	2,552
Fall 2021	ENGL-1100	55516	YES	22	\$	2,552
Fall 2021	ENGL-1100	55517	YES	21	\$	2,436
Fall 2021	ENGL-1100	55518	YES	24	\$	2,784
Fall 2021	ENGL-1100	55519	YES	22	\$	2,552
Fall 2021	ENGL-1100	55520	YES	25	\$	2,900
Fall 2021	ENGL-1100	55521	YES	22	\$	2,552
Fall 2021	ENGL-1100	55522	YES	22	\$	2,552
Fall 2021	ENGL-1100	55523	YES	23	\$	2,668
Fall 2021	ENGL-1100	55524	YES	27	\$	3,132
Fall 2021	ENGL-1100	55525	YES	22	\$	2,552
Fall 2021	ENGL-1100	55526	YES	21	\$	2,436
Fall 2021	ENGL-1100	55527	YES	20	\$	2,320
Fall 2021	ENGL-1100	57240	YES	20	\$	2,320
Fall 2021	ENGL-1100	57242	YES	22	\$	2,552
Fall 2021	ENGL-1100	57243	YES	24	\$	2,784
Fall 2021	ENGL-1100	57530	YES	11	\$	1,276
Fall 2021	ENGL-1100	57536	YES	14	\$	1,624
Fall 2021	ENGL-1100	57537	YES	14	\$	1,624
Fall 2021	ENGL-1100	57544	YES	21	\$	2,436
Fall 2021	ENGL-1100	57549	YES	14	\$	1,624
Fall 2021	ENGL-1100	57550	YES	13	\$	1,508
Fall 2021	ENGL-1100	57551	YES	21	\$	2,436
Fall 2021	ENGL-1100	57553	YES	25	\$	2,900
Fall 2021	ENGL-1100	57554	YES	15	\$	1,740
Fall 2021	ENGL-1100	57555	YES	25	\$	2,900
Fall 2021	ENGL-1100	57556	YES	25	\$	2,900
Fall 2021	ENGL-1100	57557	YES	22	\$	2,552
Fall 2021	ENGL-1100	57558	YES	23	\$	2,668
Fall 2021	ENGL-1100	57586	YES	19	\$	2,204
Fall 2021	ENGL-1100	57587	YES	18	\$	2,088
Fall 2021	ENGL-1100	57588	YES	16	\$	1,856

Fall 2021	ENGL-1100	57589	YES	18	\$	2,088
Fall 2021	ENGL-1100	57590	YES	24	\$	2,784
Fall 2021	ENGL-1100	57591	YES	21	\$	2,436
Fall 2021	ENGL-1100	57592	YES	22	\$	2,552
Fall 2021	ENGL-1100	57594	YES	24	\$	2,784
Fall 2021	ENGL-1100	57595	YES	21	\$	2,436
Fall 2021	ENGL-1100	57596	YES	10	\$	1,160
Fall 2021	ENGL-1100	57598	YES	14	\$	1,624
Fall 2021	ENGL-1100	57600	YES	17	\$	1,972
Fall 2021	ENGL-1100	57601	YES	11	\$	1,276
Fall 2021	ENGL-1100	57604	YES	19	\$	2,204
Fall 2021	ENGL-1100	57660	YES	25	\$	2,900
Fall 2021	ENGL-1100	57661	YES	12	\$	1,392
Fall 2021	ENGL-1100	57664	YES	21	\$	2,436
Fall 2021	ENGL-1100	57665	YES	21	\$	2,436
Fall 2021	ENGL-1100	57668	YES	26	\$	3,016
Fall 2021	ENGL-1100	57680	YES	18	\$	2,088
Fall 2021	ENGL-1100	57688	YES	22	\$	2,552
Fall 2021	ENGL-1100	57689	YES	15	\$	1,740
Fall 2021	ENGL-1100	57702	YES	14	\$	1,624
Fall 2021	ENGL-1100	57706	YES	16	\$	1,856
Fall 2021	ENGL-1100	57707	YES	22	\$	2,552
Fall 2021	ENGL-1100	57708	YES	16	\$	1,856
Fall 2021	ENGL-1100	57726	YES	9	\$	1,044
Fall 2021	ENGL-1100	57734	YES	14	\$	1,624
Fall 2021	ENGL-1100	57763	YES	21	\$	2,436
Fall 2021	ENGL-1100	57767	YES	13	\$	1,508
Fall 2021	ENGL-1100	57787	YES	25	\$	2,900
Fall 2021	ENGL-1100	57788	YES	25	\$	2,900
Fall 2021	ENGL-1100	57789	YES	18	\$	2,088
Fall 2021	ENGL-1100	57790	YES	21	\$	2,436
Fall 2021	ENGL-1100	57791	YES	18	\$	2,088
Fall 2021	ENGL-1100	57792	YES	14	\$	1,624
Fall 2021	ENGL-1100	57793	YES	20	\$	2,320
Fall 2021	ENGL-1100	57794	YES	20	\$	2,320
Fall 2021	ENGL-1100	57795	YES	18	\$	2,088
Fall 2021	ENGL-1100	57796	YES	19	\$	2,204
Fall 2021	ENGL-1100	57797	YES	22	\$	2,552

Fall 2021	ENGL-1100	57798	YES	15	\$	1,740
Fall 2021	ENGL-1100	57799	YES	9	\$	1,044
Fall 2021	ENGL-1100	57800	YES	23	\$	2,668
Fall 2021	ENGL-1100	57801	YES	13	\$	1,508
Fall 2021	ENGL-1100	57802	YES	17	\$	1,972
Fall 2021	ENGL-1100	57803	YES	14	\$	1,624
Fall 2021	ENGL-1100	57805	YES	3	\$	348
Fall 2021	ENGL-1100	57819	YES	29	\$	3,364
Fall 2021	ENGL-1100	57820	YES	13	\$	1,508
Fall 2021	ENGL-1100	57821	YES	25	\$	2,900
Fall 2021	ENGL-1100	57822	YES	21	\$	2,436
Fall 2021	ENGL-1100	57823	YES	23	\$	2,668
Fall 2021	ENGL-1100	57829	YES	25	\$	2,900
Fall 2021	ENGL-1100	57830	YES	25	\$	2,900
Fall 2021	ENGL-1100	57831	YES	25	\$	2,900
Fall 2021	ENGL-1100	57832	YES	19	\$	2,204
Fall 2021	ENGL-1100	57876	YES	20	\$	2,320
Fall 2021	ENGL-1100	57877	YES	23	\$	2,668
Fall 2021	ENGL-1100	57885	YES	25	\$	2,900
Fall 2021	ENGL-1100	57886	YES	20	\$	2,320
Fall 2021	ENGL-1100	57887	YES	25	\$	2,900
Fall 2021	ENGL-1100	57890	YES	25	\$	2,900
Fall 2021	ENGL-1100	57891	YES	25	\$	2,900
Fall 2021	ENGL-1100	57897	YES	23	\$	2,668
Fall 2021	ENGL-1100	57900	YES	9	\$	1,044
Fall 2021	ENGL-1100	57901	YES	13	\$	1,508
Fall 2021	ENGL-1100	57919	YES	25	\$	2,900
Fall 2021	ENGL-1100	57921	YES	24	\$	2,784
Fall 2021	ENGL-1100	57933	YES	18	\$	2,088
Fall 2021	ENGL-1100	57934	YES	6	\$	696
Fall 2021	ENGL-1100	57945	YES	8	\$	928
Fall 2021	ENGL-1100	57950	YES	18	\$	2,088
Fall 2021	ENGL-1100	57951	YES	19	\$	2,204
Fall 2021	ENGL-1100	57964	YES	7	\$	812
Fall 2021	ENGL-1100	57966	YES	9	\$	1,044
Fall 2021	ENGL-1100	57974	YES	4	\$	464
Fall 2021	ENGL-1100	57982	YES	24	\$	2,784
Fall 2021	ENGL-1100	57983	YES	17	\$	1,972

Fall 2021	ENGL-1100	57985	YES	21	\$	2,436
Fall 2021	ENGL-1100	57992	YES	15	\$	1,740
Fall 2021	ENGL-1100	57993	YES	11	\$	1,276
Fall 2021	ENGL-1100	57998	YES	19	\$	2,204
Fall 2021	ENGL-1100	57999	YES	17	\$	1,972
Fall 2021	ENGL-1100	58002	YES	21	\$	2,436
Fall 2021	ENGL-1100	58003	YES	22	\$	2,552
Fall 2021	ENGL-1100	58004	YES	17	\$	1,972
Fall 2021	ENGL-1100	58040	YES	19	\$	2,204
Fall 2021	ENGL-1100	58041	NO	19	\$	2,204
Fall 2021	ENGL-1100	58042	YES	19	\$	2,204
Fall 2021	ENGL-1100	58049	YES	10	\$	1,160
Fall 2021	ENGL-1100	58160	YES	13	\$	1,508
Fall 2021	ENGL-1100	58186	YES	21	\$	2,436
Fall 2021	ENGL-1100	58187	YES	21	\$	2,436
Fall 2021	ENGL-1100	58208	YES	16	\$	1,856
Fall 2021	ENGL-1100	58210	YES	18	\$	2,088
Fall 2021	ENGL-1100	58216	NO	12	\$	1,392
Fall 2021	ENGL-1100	58279	YES	14	\$	1,624
Fall 2021	ENGL-1100	58291	YES	18	\$	2,088
Fall 2021	ENGL-1100	58296	YES	22	\$	2,552
Fall 2021	ENGL-1100	58297	YES	17	\$	1,972
Fall 2021	ENGL-1100	58314	YES	22	\$	2,552
Fall 2021	ENGL-1100	58315	YES	16	\$	1,856
Fall 2021	ENGL-1100	61266	YES	19	\$	2,204
Fall 2021	ENGL-1100	61267	YES	23	\$	2,668
Fall 2021	ENGL-1100	61268	YES	23	\$	2,668
Fall 2021	ENGL-1100	61269	YES	24	\$	2,784
Fall 2021	ENGL-1100	61270	YES	25	\$	2,900
Fall 2021	ENGL-1100	61271	YES	24	\$	2,784
Fall 2021	ENGL-1100	61272	YES	22	\$	2,552
Fall 2021	ENGL-1100	61291	YES	19	\$	2,204
Fall 2021	ENGL-1100	61304	YES	21	\$	2,436
Fall 2021	ENGL-1100	61305	YES	19	\$	2,204
Fall 2021	ENGL-1100	61306	YES	17	\$	1,972
Fall 2021	ENGL-1100	61314	YES	21	\$	2,436
Fall 2021	ENGL-1100	61398	YES	10	\$	1,160
Fall 2021	ENGL-1100	61487	YES	23	\$	2,668

Fall 2021	ENGL-1100	61488	YES	23	\$	2,668
Fall 2021	ENGL-1100	61489	YES	24	\$	2,784
Fall 2021	ENGL-1100	61490	YES	24	\$	2,784
Fall 2021	ENGL-1100	61502	YES	21	\$	2,436
Fall 2021	ENGL-1100	61503	YES	16	\$	1,856
Fall 2021	ENGL-1100	61523	YES	11	\$	1,276
Fall 2021	ENGL-1100	61539	YES	14	\$	1,624
Fall 2021	ENGL-1100	61557	YES	17	\$	1,972
Fall 2021	ENGL-1100	61577	YES	17	\$	1,972
Fall 2021	ENGL-1100	61621	YES	19	\$	2,204
Fall 2021	ENGL-2220	55540	YES	16	\$	1,856
Fall 2021	ENGL-2261	55546	NO	6	\$	696
Fall 2021	ENGL-2261	55547	YES	23	\$	2,668
Fall 2021	ENGL-2265	55548	YES	18	\$	2,088
Fall 2021	ENGL-2290	55562	YES	25	\$	2,900
Fall 2021	ENGL-2290	55564	YES	25	\$	2,900
Fall 2021	ENGL-2367	53998	YES	19	\$	2,204
Fall 2021	ENGL-2367	55566	YES	17	\$	1,972
Fall 2021	ENGL-2367	55567	YES	23	\$	2,668
Fall 2021	ENGL-2367	55568	YES	23	\$	2,668
Fall 2021	ENGL-2367	55569	YES	23	\$	2,668
Fall 2021	ENGL-2367	55570	YES	21	\$	2,436
Fall 2021	ENGL-2367	55571	YES	19	\$	2,204
Fall 2021	ENGL-2367	55572	NO	20	\$	2,320
Fall 2021	ENGL-2367	55573	NO	25	\$	2,900
Fall 2021	ENGL-2367	55574	YES	25	\$	2,900
Fall 2021	ENGL-2367	55575	YES	18	\$	2,088
Fall 2021	ENGL-2367	55576	YES	23	\$	2,668
Fall 2021	ENGL-2367	55577	YES	23	\$	2,668
Fall 2021	ENGL-2367	55579	NO	25	\$	2,900
Fall 2021	ENGL-2367	55580	NO	9	\$	1,044
Fall 2021	ENGL-2367	55581	NO	23	\$	2,668
Fall 2021	ENGL-2367	55582	NO	23	\$	2,668
Fall 2021	ENGL-2367	55583	YES	26	\$	3,016
Fall 2021	ENGL-2367	55584	YES	25	\$	2,900
Fall 2021	ENGL-2367	55585	NO	14	\$	1,624
Fall 2021	ENGL-2367	55587	YES	25	\$	2,900
Fall 2021	ENGL-2367	55588	NO	6	\$	696

Fall 2021	ENGL-2367	55589	YES	25	\$	2,900
Fall 2021	ENGL-2367	55590	YES	21	\$	2,436
Fall 2021	ENGL-2367	55593	YES	24	\$	2,784
Fall 2021	ENGL-2367	55594	YES	23	\$	2,668
Fall 2021	ENGL-2367	55595	YES	24	\$	2,784
Fall 2021	ENGL-2367	55596	YES	24	\$	2,784
Fall 2021	ENGL-2367	55597	YES	24	\$	2,784
Fall 2021	ENGL-2367	55598	YES	24	\$	2,784
Fall 2021	ENGL-2367	55599	YES	22	\$	2,552
Fall 2021	ENGL-2367	55600	YES	23	\$	2,668
Fall 2021	ENGL-2367	55601	YES	25	\$	2,900
Fall 2021	ENGL-2367	55602	YES	25	\$	2,900
Fall 2021	ENGL-2367	55603	YES	23	\$	2,668
Fall 2021	ENGL-2367	55604	YES	24	\$	2,784
Fall 2021	ENGL-2367	55605	YES	23	\$	2,668
Fall 2021	ENGL-2367	55606	NO	15	\$	1,740
Fall 2021	ENGL-2367	57439	YES	22	\$	2,552
Fall 2021	ENGL-2367	57584	YES	10	\$	1,160
Fall 2021	ENGL-2367	57654	YES	24	\$	2,784
Fall 2021	ENGL-2367	57699	YES	25	\$	2,900
Fall 2021	ENGL-2367	57727	YES	6	\$	696
Fall 2021	ENGL-2367	57818	NO	20	\$	2,320
Fall 2021	ENGL-2367	58043	YES	19	\$	2,204
Fall 2021	ENGL-2367	58044	NO	13	\$	1,508
Fall 2021	ENGL-2367	61282	YES	23	\$	2,668
Fall 2021	ENGL-2367	61356	YES	23	\$	2,668
Fall 2021	ENGL-2367	61510	YES	25	\$	2,900
Fall 2021	FOTO-1120	55703	YES	16	\$	1,856
Fall 2021	FOTO-1120	55705	YES	19	\$	2,204
Fall 2021	FOTO-1120	55706	YES	19	\$	2,204
Fall 2021	FOTO-1120	57704	YES	8	\$	928
Fall 2021	FOTO-1150	55713	YES	7	\$	812
Fall 2021	FOTO-1150	55714	NO	22	\$	2,552
Fall 2021	FOTO-1250	57315	YES	11	\$	1,276
Fall 2021	FOTO-2100	55716	NO	5	\$	580
Fall 2021	FOTO-2100	55717	NO	9	\$	1,044
Fall 2021	FOTO-2120	55718	NO	14	\$	1,624
Fall 2021	FOTO-2130	55719	NO	10	\$	1,160

Fall 2021	FOTO-2960	55721	YES	18	\$	2,088
Fall 2021	FOTO-2994	55722	NO	5	\$	580
Fall 2021	FOTO-2994	55723	NO	7	\$	812
Fall 2021	HIST-1151	54327	YES	16	\$	1,856
Fall 2021	HIST-1151	55836	YES	26	\$	3,016
Fall 2021	HIST-1151	55837	YES	28	\$	3,248
Fall 2021	HIST-1151	55838	NO	26	\$	3,016
Fall 2021	HIST-1151	55839	YES	25	\$	2,900
Fall 2021	HIST-1151	55840	YES	27	\$	3,132
Fall 2021	HIST-1151	55841	NO	26	\$	3,016
Fall 2021	HIST-1151	55842	YES	25	\$	2,900
Fall 2021	HIST-1151	55843	YES	26	\$	3,016
Fall 2021	HIST-1151	55844	NO	8	\$	928
Fall 2021	HIST-1151	55847	YES	26	\$	3,016
Fall 2021	HIST-1151	55849	NO	11	\$	1,276
Fall 2021	HIST-1151	55851	YES	26	\$	3,016
Fall 2021	HIST-1151	55852	YES	28	\$	3,248
Fall 2021	HIST-1151	55853	YES	44	\$	5,104
Fall 2021	HIST-1151	55855	YES	40	\$	4,640
Fall 2021	HIST-1151	55856	YES	27	\$	3,132
Fall 2021	HIST-1151	57496	YES	8	\$	928
Fall 2021	HIST-1151	57527	YES	8	\$	928
Fall 2021	HIST-1151	57650	YES	11	\$	1,276
Fall 2021	HIST-1151	57741	YES	20	\$	2,320
Fall 2021	HIST-1151	57844	YES	21	\$	2,436
Fall 2021	HIST-1151	57976	YES	17	\$	1,972
Fall 2021	HIST-1151	58214	YES	12	\$	1,392
Fall 2021	HIST-1152	54328	YES	27	\$	3,132
Fall 2021	HIST-1152	55858	YES	26	\$	3,016
Fall 2021	HIST-1152	55860	YES	23	\$	2,668
Fall 2021	HIST-1152	55861	YES	22	\$	2,552
Fall 2021	HIST-1152	55862	YES	26	\$	3,016
Fall 2021	HIST-1152	55863	YES	25	\$	2,900
Fall 2021	HIST-1152	55865	YES	28	\$	3,248
Fall 2021	HIST-1152	55866	YES	27	\$	3,132
Fall 2021	HIST-1152	55867	YES	25	\$	2,900
Fall 2021	HIST-1152	55868	YES	21	\$	2,436
Fall 2021	HIST-1152	55871	YES	25	\$	2,900

Fall 2021	HIST-1152	55872	NO	26	\$	3,016
Fall 2021	HIST-1152	55874	YES	47	\$	5,452
Fall 2021	HIST-1152	55875	YES	23	\$	2,668
Fall 2021	HIST-1152	55876	YES	26	\$	3,016
Fall 2021	HIST-1152	57071	YES	27	\$	3,132
Fall 2021	HIST-1152	57569	NO	14	\$	1,624
Fall 2021	HIST-1152	57824	YES	26	\$	3,016
Fall 2021	HIST-1152	57825	YES	28	\$	3,248
Fall 2021	HIST-1152	57916	YES	18	\$	2,088
Fall 2021	HIST-1152	57948	YES	8	\$	928
Fall 2021	HIST-1152	57995	YES	9	\$	1,044
Fall 2021	HIST-1152	58181	YES	25	\$	2,900
Fall 2021	HIST-1152	58190	YES	18	\$	2,088
Fall 2021	HOSP-1123	54029	YES	25	\$	2,900
Fall 2021	HOSP-2218	54035	NO	3	\$	348
Fall 2021	ITST-2258	56017	NO	18	\$	2,088
Fall 2021	ITST-2258	56018	NO	24	\$	2,784
Fall 2021	ITST-2258	56019	NO	24	\$	2,784
Fall 2021	ITST-2258	57427	YES	20	\$	2,320
Fall 2021	MATH-1101	56146	NO	10	\$	1,160
Fall 2021	MATH-1101	56147	NO	11	\$	1,276
Fall 2021	MATH-1101	56148	NO	9	\$	1,044
Fall 2021	MATH-1101	57451	NO	11	\$	1,276
Fall 2021	MATH-1101	57452	NO	11	\$	1,276
Fall 2021	MATH-1123	56173	YES	22	\$	2,552
Fall 2021	MATH-1123	56174	YES	9	\$	1,044
Fall 2021	MATH-1123	56175	YES	13	\$	1,508
Fall 2021	MATH-1123	56176	NO	21	\$	2,436
Fall 2021	MATH-1123	57464	NO	16	\$	1,856
Fall 2021	MATH-1151	56230	YES	25	\$	2,900
Fall 2021	MATH-1151	56231	YES	23	\$	2,668
Fall 2021	MATH-1151	56232	YES	22	\$	2,552
Fall 2021	MATH-1151	56233	YES	22	\$	2,552
Fall 2021	MATH-1151	56234	YES	28	\$	3,248
Fall 2021	MATH-1151	56235	YES	22	\$	2,552
Fall 2021	MATH-1151	56236	YES	25	\$	2,900
Fall 2021	MATH-1151	56237	YES	26	\$	3,016
Fall 2021	MATH-1151	56238	YES	26	\$	3,016

Fall 2021	MATH-1151	56239	YES	27	\$	3,132
Fall 2021	MATH-1151	56240	YES	25	\$	2,900
Fall 2021	MATH-1151	56241	YES	28	\$	3,248
Fall 2021	MATH-1151	56242	NO	27	\$	3,132
Fall 2021	MATH-1151	56243	NO	11	\$	1,276
Fall 2021	MATH-1151	56244	YES	27	\$	3,132
Fall 2021	MATH-1151	56245	YES	28	\$	3,248
Fall 2021	MATH-1151	56246	YES	26	\$	3,016
Fall 2021	MATH-1151	57562	YES	21	\$	2,436
Fall 2021	MATH-1151	57697	YES	24	\$	2,784
Fall 2021	MATH-1151	57895	YES	18	\$	2,088
Fall 2021	MATH-1151	57927	YES	17	\$	1,972
Fall 2021	MATH-2568	56263	NO	24	\$	2,784
Fall 2021	MATH-2568	56264	NO	13	\$	1,508
Fall 2021	MECH-1240	56272	YES	10	\$	1,160
Fall 2021	MECH-1240	56273	NO	10	\$	1,160
Fall 2021	MECH-1240	56274	YES	5	\$	580
Fall 2021	MECH-1240	56275	NO	7	\$	812
Fall 2021	MECH-2270	56279	NO	12	\$	1,392
Fall 2021	MECH-2270	56280	NO	2	\$	232
Fall 2021	MULT-1114	56319	YES	17	\$	1,972
Fall 2021	MULT-1114	56320	NO	19	\$	2,204
Fall 2021	MULT-1114	56321	NO	17	\$	1,972
Fall 2021	MULT-1114	56322	YES	18	\$	2,088
Fall 2021	MULT-1114	57468	NO	17	\$	1,972
Fall 2021	MULT-2114	58035	NO	3	\$	348
Fall 2021	MULT-2114	58036	NO	7	\$	812
Fall 2021	SPAN-1103	56777	YES	14	\$	1,624
Fall 2021	SPAN-1103	56778	NO	5	\$	580
Fall 2021	SPAN-1103	56779	YES	29	\$	3,364
Fall 2021	STAT-2430	56829	NO	28	\$	3,248
Fall 2021	STAT-2430	56830	YES	25	\$	2,900
Fall 2021	STAT-2430	56831	YES	26	\$	3,016
Fall 2021	STAT-2430	56832	YES	15	\$	1,740
Spring 2022	BMGT-1008	62000	YES	7	\$	812
Spring 2022	BMGT-1008	62195	YES	16	\$	1,856
Spring 2022	BMGT-1008	62196	YES	6	\$	696
Spring 2022	BMGT-1008	62197	YES	8	\$	928

Spring 2022	BMGT-1008	62413	YES	4	\$	464
Spring 2022	BMGT-1008	62857	YES	8	\$	928
Spring 2022	BMGT-1008	62863	YES	4	\$	464
Spring 2022	BMGT-1008	62975	YES	7	\$	812
Spring 2022	BMGT-1210	59115	YES	18	\$	2,088
Spring 2022	BMGT-1210	61987	YES	3	\$	348
Spring 2022	BMGT-1210	62025	YES	9	\$	1,044
Spring 2022	BMGT-1210	62110	YES	17	\$	1,972
Spring 2022	CSCI-1275	59367	NO	22	\$	2,552
Spring 2022	CSCI-1275	59370	NO	4	\$	464
Spring 2022	CSCI-1275	62285	YES	23	\$	2,668
Spring 2022	ECON-2200	59546	YES	35	\$	4,060
Spring 2022	ECON-2200	59547	YES	26	\$	3,016
Spring 2022	ECON-2200	59548	NO	15	\$	1,740
Spring 2022	ECON-2200	59549	YES	21	\$	2,436
Spring 2022	ECON-2200	59550	NO	34	\$	3,944
Spring 2022	ECON-2200	59551	NO	7	\$	812
Spring 2022	ECON-2200	59552	NO	30	\$	3,480
Spring 2022	ECON-2200	59553	YES	16	\$	1,856
Spring 2022	ECON-2200	59554	YES	14	\$	1,624
Spring 2022	ECON-2200	59555	YES	34	\$	3,944
Spring 2022	ECON-2200	59556	NO	20	\$	2,320
Spring 2022	ECON-2200	59557	NO	4	\$	464
Spring 2022	ECON-2200	59559	YES	7	\$	812
Spring 2022	ECON-2200	59560	NO	6	\$	696
Spring 2022	ECON-2200	59561	NO	7	\$	812
Spring 2022	ECON-2200	59562	YES	19	\$	2,204
Spring 2022	ECON-2200	59564	NO	8	\$	928
Spring 2022	ECON-2200	59566	YES	33	\$	3,828
Spring 2022	ECON-2200	59567	YES	35	\$	4,060
Spring 2022	ECON-2200	59568	YES	31	\$	3,596
Spring 2022	ECON-2200	59569	YES	24	\$	2,784
Spring 2022	ECON-2200	59572	YES	32	\$	3,712
Spring 2022	ECON-2200	61650	YES	30	\$	3,480
Spring 2022	ECON-2200	61651	YES	33	\$	3,828
Spring 2022	ECON-2200	61652	NO	25	\$	2,900
Spring 2022	ECON-2200	61653	YES	22	\$	2,552
Spring 2022	ECON-2200	61654	YES	26	\$	3,016

Spring 2022	ECON-2200	62067	YES	16	\$	1,856
Spring 2022	ECON-2200	64444	YES	24	\$	2,784
Spring 2022	ENGL-0199	59605	NO	18	\$	2,088
Spring 2022	ENGL-0199	59606	NO	18	\$	2,088
Spring 2022	ENGL-0199	59607	NO	14	\$	1,624
Spring 2022	ENGL-0199	59608	NO	16	\$	1,856
Spring 2022	ENGL-0199	59609	NO	12	\$	1,392
Spring 2022	ENGL-0199	59610	NO	11	\$	1,276
Spring 2022	ENGL-0199	59611	NO	14	\$	1,624
Spring 2022	ENGL-0199	59612	NO	15	\$	1,740
Spring 2022	ENGL-0199	59613	NO	16	\$	1,856
Spring 2022	ENGL-0199	59614	NO	13	\$	1,508
Spring 2022	ENGL-0199	59616	NO	15	\$	1,740
Spring 2022	ENGL-0199	59617	NO	14	\$	1,624
Spring 2022	ENGL-0199	59619	NO	11	\$	1,276
Spring 2022	ENGL-0199	59620	NO	14	\$	1,624
Spring 2022	ENGL-0199	59621	NO	14	\$	1,624
Spring 2022	ENGL-0199	59622	NO	13	\$	1,508
Spring 2022	ENGL-0199	59623	NO	12	\$	1,392
Spring 2022	ENGL-0199	59624	NO	15	\$	1,740
Spring 2022	ENGL-0199	59625	NO	13	\$	1,508
Spring 2022	ENGL-0199	59626	NO	16	\$	1,856
Spring 2022	ENGL-0199	59627	NO	14	\$	1,624
Spring 2022	ENGL-0199	59628	NO	14	\$	1,624
Spring 2022	ENGL-0199	59629	NO	12	\$	1,392
Spring 2022	ENGL-0199	59630	NO	14	\$	1,624
Spring 2022	ENGL-0199	59631	NO	12	\$	1,392
Spring 2022	ENGL-0199	59632	NO	12	\$	1,392
Spring 2022	ENGL-0199	59634	NO	15	\$	1,740
Spring 2022	ENGL-0199	59636	NO	12	\$	1,392
Spring 2022	ENGL-0199	59637	NO	14	\$	1,624
Spring 2022	ENGL-0199	59638	NO	15	\$	1,740
Spring 2022	ENGL-0199	59644	NO	12	\$	1,392
Spring 2022	ENGL-0199	59645	NO	10	\$	1,160
Spring 2022	ENGL-0199	59646	NO	10	\$	1,160
Spring 2022	ENGL-0199	62131	NO	6	\$	696
Spring 2022	ENGL-0199	62657	NO	14	\$	1,624
Spring 2022	ENGL-0199	64579	NO	13	\$	1,508

Spring 2022	ENGL-0199	64583	NO	13	\$	1,508
Spring 2022	ENGL-1100	58545	YES	19	\$	2,204
Spring 2022	ENGL-1100	58547	YES	23	\$	2,668
Spring 2022	ENGL-1100	58548	YES	22	\$	2,552
Spring 2022	ENGL-1100	59647	NO	18	\$	2,088
Spring 2022	ENGL-1100	59648	NO	18	\$	2,088
Spring 2022	ENGL-1100	59649	NO	22	\$	2,552
Spring 2022	ENGL-1100	59650	NO	25	\$	2,900
Spring 2022	ENGL-1100	59651	YES	21	\$	2,436
Spring 2022	ENGL-1100	59652	NO	18	\$	2,088
Spring 2022	ENGL-1100	59653	YES	22	\$	2,552
Spring 2022	ENGL-1100	59654	NO	21	\$	2,436
Spring 2022	ENGL-1100	59655	YES	25	\$	2,900
Spring 2022	ENGL-1100	59656	NO	22	\$	2,552
Spring 2022	ENGL-1100	59658	NO	25	\$	2,900
Spring 2022	ENGL-1100	59659	YES	23	\$	2,668
Spring 2022	ENGL-1100	59661	NO	21	\$	2,436
Spring 2022	ENGL-1100	59662	YES	22	\$	2,552
Spring 2022	ENGL-1100	59663	NO	23	\$	2,668
Spring 2022	ENGL-1100	59664	NO	24	\$	2,784
Spring 2022	ENGL-1100	59665	YES	18	\$	2,088
Spring 2022	ENGL-1100	59666	NO	26	\$	3,016
Spring 2022	ENGL-1100	59667	YES	20	\$	2,320
Spring 2022	ENGL-1100	59668	NO	23	\$	2,668
Spring 2022	ENGL-1100	59669	YES	21	\$	2,436
Spring 2022	ENGL-1100	59670	NO	21	\$	2,436
Spring 2022	ENGL-1100	59671	NO	20	\$	2,320
Spring 2022	ENGL-1100	59672	YES	23	\$	2,668
Spring 2022	ENGL-1100	59674	YES	19	\$	2,204
Spring 2022	ENGL-1100	59675	YES	23	\$	2,668
Spring 2022	ENGL-1100	59676	YES	23	\$	2,668
Spring 2022	ENGL-1100	59677	YES	22	\$	2,552
Spring 2022	ENGL-1100	59678	YES	20	\$	2,320
Spring 2022	ENGL-1100	59679	YES	20	\$	2,320
Spring 2022	ENGL-1100	59680	YES	20	\$	2,320
Spring 2022	ENGL-1100	59681	NO	18	\$	2,088
Spring 2022	ENGL-1100	59682	YES	18	\$	2,088
Spring 2022	ENGL-1100	59683	YES	20	\$	2,320

Spring 2022	ENGL-1100	59684	YES	18	\$	2,088
Spring 2022	ENGL-1100	59685	NO	22	\$	2,552
Spring 2022	ENGL-1100	59686	NO	22	\$	2,552
Spring 2022	ENGL-1100	59687	YES	23	\$	2,668
Spring 2022	ENGL-1100	59688	YES	23	\$	2,668
Spring 2022	ENGL-1100	59689	YES	19	\$	2,204
Spring 2022	ENGL-1100	59690	NO	22	\$	2,552
Spring 2022	ENGL-1100	59691	YES	22	\$	2,552
Spring 2022	ENGL-1100	59692	NO	17	\$	1,972
Spring 2022	ENGL-1100	59693	YES	23	\$	2,668
Spring 2022	ENGL-1100	59694	NO	16	\$	1,856
Spring 2022	ENGL-1100	59695	NO	14	\$	1,624
Spring 2022	ENGL-1100	59698	NO	21	\$	2,436
Spring 2022	ENGL-1100	59699	YES	14	\$	1,624
Spring 2022	ENGL-1100	59700	YES	12	\$	1,392
Spring 2022	ENGL-1100	59701	YES	25	\$	2,900
Spring 2022	ENGL-1100	59703	NO	5	\$	580
Spring 2022	ENGL-1100	59704	YES	20	\$	2,320
Spring 2022	ENGL-1100	59705	NO	13	\$	1,508
Spring 2022	ENGL-1100	59706	YES	14	\$	1,624
Spring 2022	ENGL-1100	59714	NO	21	\$	2,436
Spring 2022	ENGL-1100	59715	YES	22	\$	2,552
Spring 2022	ENGL-1100	59716	NO	24	\$	2,784
Spring 2022	ENGL-1100	59725	NO	11	\$	1,276
Spring 2022	ENGL-1100	59728	YES	23	\$	2,668
Spring 2022	ENGL-1100	59729	NO	20	\$	2,320
Spring 2022	ENGL-1100	59730	YES	20	\$	2,320
Spring 2022	ENGL-1100	59731	YES	19	\$	2,204
Spring 2022	ENGL-1100	59736	YES	17	\$	1,972
Spring 2022	ENGL-1100	59737	YES	21	\$	2,436
Spring 2022	ENGL-1100	59738	YES	24	\$	2,784
Spring 2022	ENGL-1100	59739	YES	23	\$	2,668
Spring 2022	ENGL-1100	59740	YES	20	\$	2,320
Spring 2022	ENGL-1100	59741	YES	22	\$	2,552
Spring 2022	ENGL-1100	59742	YES	25	\$	2,900
Spring 2022	ENGL-1100	59743	YES	18	\$	2,088
Spring 2022	ENGL-1100	59744	YES	22	\$	2,552
Spring 2022	ENGL-1100	59745	YES	24	\$	2,784

Spring 2022	ENGL-1100	59746	YES	22	\$	2,552
Spring 2022	ENGL-1100	59747	YES	21	\$	2,436
Spring 2022	ENGL-1100	59748	YES	21	\$	2,436
Spring 2022	ENGL-1100	59749	YES	24	\$	2,784
Spring 2022	ENGL-1100	59750	YES	25	\$	2,900
Spring 2022	ENGL-1100	59751	YES	24	\$	2,784
Spring 2022	ENGL-1100	59752	YES	23	\$	2,668
Spring 2022	ENGL-1100	59753	YES	21	\$	2,436
Spring 2022	ENGL-1100	59755	YES	19	\$	2,204
Spring 2022	ENGL-1100	59756	YES	23	\$	2,668
Spring 2022	ENGL-1100	61846	YES	24	\$	2,784
Spring 2022	ENGL-1100	61870	YES	13	\$	1,508
Spring 2022	ENGL-1100	61947	YES	11	\$	1,276
Spring 2022	ENGL-1100	62088	YES	21	\$	2,436
Spring 2022	ENGL-1100	62089	YES	14	\$	1,624
Spring 2022	ENGL-1100	62132	YES	10	\$	1,160
Spring 2022	ENGL-1100	62136	YES	8	\$	928
Spring 2022	ENGL-1100	62166	YES	8	\$	928
Spring 2022	ENGL-1100	62326	YES	7	\$	812
Spring 2022	ENGL-1100	62606	YES	23	\$	2,668
Spring 2022	ENGL-1100	62646	YES	24	\$	2,784
Spring 2022	ENGL-1100	62659	NO	22	\$	2,552
Spring 2022	ENGL-1100	62765	YES	19	\$	2,204
Spring 2022	ENGL-1100	62938	YES	7	\$	812
Spring 2022	ENGL-1100	64442	YES	17	\$	1,972
Spring 2022	ENGL-1100	64443	YES	22	\$	2,552
Spring 2022	ENGL-1100	64539	YES	3	\$	348
Spring 2022	ENGL-1100	64540	YES	17	\$	1,972
Spring 2022	ENGL-1100	64581	YES	21	\$	2,436
Spring 2022	ENGL-1100	64585	YES	21	\$	2,436
Spring 2022	ENGL-1100	64969	YES	25	\$	2,900
Spring 2022	ENGL-2220	59761	YES	13	\$	1,508
Spring 2022	ENGL-2220	59762	YES	25	\$	2,900
Spring 2022	ENGL-2261	59769	NO	7	\$	812
Spring 2022	ENGL-2261	59770	YES	8	\$	928
Spring 2022	ENGL-2261	59771	YES	21	\$	2,436
Spring 2022	ENGL-2265	59773	YES	20	\$	2,320
Spring 2022	ENGL-2290	59786	YES	9	\$	1,044

Spring 2022	ENGL-2290	59787	YES	24	\$	2,784
Spring 2022	ENGL-2290	59788	YES	22	\$	2,552
Spring 2022	ENGL-2290	62204	YES	6	\$	696
Spring 2022	ENGL-2367	58549	YES	23	\$	2,668
Spring 2022	ENGL-2367	58665	YES	19	\$	2,204
Spring 2022	ENGL-2367	58666	YES	20	\$	2,320
Spring 2022	ENGL-2367	59790	YES	25	\$	2,900
Spring 2022	ENGL-2367	59791	YES	22	\$	2,552
Spring 2022	ENGL-2367	59792	YES	24	\$	2,784
Spring 2022	ENGL-2367	59793	YES	24	\$	2,784
Spring 2022	ENGL-2367	59794	YES	21	\$	2,436
Spring 2022	ENGL-2367	59795	YES	17	\$	1,972
Spring 2022	ENGL-2367	59796	NO	8	\$	928
Spring 2022	ENGL-2367	59797	YES	22	\$	2,552
Spring 2022	ENGL-2367	59798	YES	23	\$	2,668
Spring 2022	ENGL-2367	59799	YES	22	\$	2,552
Spring 2022	ENGL-2367	59800	YES	24	\$	2,784
Spring 2022	ENGL-2367	59801	YES	25	\$	2,900
Spring 2022	ENGL-2367	59802	YES	22	\$	2,552
Spring 2022	ENGL-2367	59803	YES	23	\$	2,668
Spring 2022	ENGL-2367	59804	YES	24	\$	2,784
Spring 2022	ENGL-2367	59805	YES	24	\$	2,784
Spring 2022	ENGL-2367	59807	YES	25	\$	2,900
Spring 2022	ENGL-2367	59808	YES	24	\$	2,784
Spring 2022	ENGL-2367	59809	YES	24	\$	2,784
Spring 2022	ENGL-2367	59810	NO	23	\$	2,668
Spring 2022	ENGL-2367	59811	YES	24	\$	2,784
Spring 2022	ENGL-2367	59812	YES	25	\$	2,900
Spring 2022	ENGL-2367	59813	YES	23	\$	2,668
Spring 2022	ENGL-2367	59815	YES	20	\$	2,320
Spring 2022	ENGL-2367	59816	NO	18	\$	2,088
Spring 2022	ENGL-2367	59818	YES	23	\$	2,668
Spring 2022	ENGL-2367	59826	NO	23	\$	2,668
Spring 2022	ENGL-2367	59828	YES	20	\$	2,320
Spring 2022	ENGL-2367	59829	NO	25	\$	2,900
Spring 2022	ENGL-2367	59830	YES	24	\$	2,784
Spring 2022	ENGL-2367	59831	NO	12	\$	1,392
Spring 2022	ENGL-2367	59840	YES	25	\$	2,900

Spring 2022	ENGL-2367	59841	YES	24	\$	2,784
Spring 2022	ENGL-2367	59842	YES	18	\$	2,088
Spring 2022	ENGL-2367	59843	YES	25	\$	2,900
Spring 2022	ENGL-2367	59844	YES	18	\$	2,088
Spring 2022	ENGL-2367	59845	YES	25	\$	2,900
Spring 2022	ENGL-2367	59852	YES	25	\$	2,900
Spring 2022	ENGL-2367	59856	YES	24	\$	2,784
Spring 2022	ENGL-2367	59857	YES	24	\$	2,784
Spring 2022	ENGL-2367	59858	YES	24	\$	2,784
Spring 2022	ENGL-2367	59859	YES	25	\$	2,900
Spring 2022	ENGL-2367	59860	YES	21	\$	2,436
Spring 2022	ENGL-2367	59861	YES	24	\$	2,784
Spring 2022	ENGL-2367	59862	YES	25	\$	2,900
Spring 2022	ENGL-2367	59863	YES	23	\$	2,668
Spring 2022	ENGL-2367	59864	YES	23	\$	2,668
Spring 2022	ENGL-2367	59865	YES	24	\$	2,784
Spring 2022	ENGL-2367	59866	YES	24	\$	2,784
Spring 2022	ENGL-2367	59867	YES	23	\$	2,668
Spring 2022	ENGL-2367	61635	YES	25	\$	2,900
Spring 2022	ENGL-2367	61637	YES	20	\$	2,320
Spring 2022	ENGL-2367	61638	YES	16	\$	1,856
Spring 2022	ENGL-2367	61639	YES	19	\$	2,204
Spring 2022	ENGL-2367	61669	YES	19	\$	2,204
Spring 2022	ENGL-2367	61670	YES	15	\$	1,740
Spring 2022	ENGL-2367	61671	YES	20	\$	2,320
Spring 2022	ENGL-2367	61847	YES	13	\$	1,508
Spring 2022	ENGL-2367	61848	YES	25	\$	2,900
Spring 2022	ENGL-2367	61861	YES	20	\$	2,320
Spring 2022	ENGL-2367	61862	YES	12	\$	1,392
Spring 2022	ENGL-2367	61946	YES	8	\$	928
Spring 2022	ENGL-2367	61948	YES	20	\$	2,320
Spring 2022	ENGL-2367	61963	YES	7	\$	812
Spring 2022	ENGL-2367	61964	YES	8	\$	928
Spring 2022	ENGL-2367	61965	YES	7	\$	812
Spring 2022	ENGL-2367	61994	YES	25	\$	2,900
Spring 2022	ENGL-2367	61995	YES	20	\$	2,320
Spring 2022	ENGL-2367	61996	YES	20	\$	2,320
Spring 2022	ENGL-2367	62003	YES	12	\$	1,392

Spring 2022	ENGL-2367	62004	YES	19	\$	2,204
Spring 2022	ENGL-2367	62015	YES	15	\$	1,740
Spring 2022	ENGL-2367	62016	YES	10	\$	1,160
Spring 2022	ENGL-2367	62017	YES	5	\$	580
Spring 2022	ENGL-2367	62018	YES	24	\$	2,784
Spring 2022	ENGL-2367	62020	YES	13	\$	1,508
Spring 2022	ENGL-2367	62021	YES	12	\$	1,392
Spring 2022	ENGL-2367	62029	YES	16	\$	1,856
Spring 2022	ENGL-2367	62030	YES	15	\$	1,740
Spring 2022	ENGL-2367	62031	YES	21	\$	2,436
Spring 2022	ENGL-2367	62035	YES	19	\$	2,204
Spring 2022	ENGL-2367	62037	YES	19	\$	2,204
Spring 2022	ENGL-2367	62038	YES	17	\$	1,972
Spring 2022	ENGL-2367	62043	YES	16	\$	1,856
Spring 2022	ENGL-2367	62044	YES	15	\$	1,740
Spring 2022	ENGL-2367	62050	YES	24	\$	2,784
Spring 2022	ENGL-2367	62051	YES	17	\$	1,972
Spring 2022	ENGL-2367	62054	YES	20	\$	2,320
Spring 2022	ENGL-2367	62055	YES	24	\$	2,784
Spring 2022	ENGL-2367	62090	YES	23	\$	2,668
Spring 2022	ENGL-2367	62102	YES	9	\$	1,044
Spring 2022	ENGL-2367	62125	YES	12	\$	1,392
Spring 2022	ENGL-2367	62127	YES	24	\$	2,784
Spring 2022	ENGL-2367	62157	YES	18	\$	2,088
Spring 2022	ENGL-2367	62199	YES	18	\$	2,088
Spring 2022	ENGL-2367	62200	YES	12	\$	1,392
Spring 2022	ENGL-2367	62205	YES	11	\$	1,276
Spring 2022	ENGL-2367	62252	YES	14	\$	1,624
Spring 2022	ENGL-2367	62314	YES	19	\$	2,204
Spring 2022	ENGL-2367	62315	YES	23	\$	2,668
Spring 2022	ENGL-2367	62318	YES	21	\$	2,436
Spring 2022	ENGL-2367	62363	YES	6	\$	696
Spring 2022	ENGL-2367	62364	YES	6	\$	696
Spring 2022	ENGL-2367	62371	YES	14	\$	1,624
Spring 2022	ENGL-2367	62372	YES	10	\$	1,160
Spring 2022	ENGL-2367	62408	YES	25	\$	2,900
Spring 2022	ENGL-2367	62409	YES	15	\$	1,740
Spring 2022	ENGL-2367	62415	YES	12	\$	1,392

Spring 2022	ENGL-2367	62538	YES	9	\$	1,044
Spring 2022	ENGL-2367	62541	YES	16	\$	1,856
Spring 2022	ENGL-2367	62542	YES	14	\$	1,624
Spring 2022	ENGL-2367	62543	YES	14	\$	1,624
Spring 2022	ENGL-2367	62544	YES	17	\$	1,972
Spring 2022	ENGL-2367	62546	YES	9	\$	1,044
Spring 2022	ENGL-2367	62547	YES	24	\$	2,784
Spring 2022	ENGL-2367	62548	YES	20	\$	2,320
Spring 2022	ENGL-2367	62549	YES	19	\$	2,204
Spring 2022	ENGL-2367	62550	YES	17	\$	1,972
Spring 2022	ENGL-2367	62551	YES	18	\$	2,088
Spring 2022	ENGL-2367	62552	YES	15	\$	1,740
Spring 2022	ENGL-2367	62553	YES	11	\$	1,276
Spring 2022	ENGL-2367	62554	YES	15	\$	1,740
Spring 2022	ENGL-2367	62555	YES	18	\$	2,088
Spring 2022	ENGL-2367	62556	YES	21	\$	2,436
Spring 2022	ENGL-2367	62557	YES	22	\$	2,552
Spring 2022	ENGL-2367	62590	YES	12	\$	1,392
Spring 2022	ENGL-2367	62609	YES	8	\$	928
Spring 2022	ENGL-2367	62661	YES	18	\$	2,088
Spring 2022	ENGL-2367	62662	YES	19	\$	2,204
Spring 2022	ENGL-2367	62663	YES	15	\$	1,740
Spring 2022	ENGL-2367	62666	YES	22	\$	2,552
Spring 2022	ENGL-2367	62667	YES	20	\$	2,320
Spring 2022	ENGL-2367	62668	YES	14	\$	1,624
Spring 2022	ENGL-2367	62671	YES	20	\$	2,320
Spring 2022	ENGL-2367	62672	YES	21	\$	2,436
Spring 2022	ENGL-2367	62673	YES	18	\$	2,088
Spring 2022	ENGL-2367	62679	YES	16	\$	1,856
Spring 2022	ENGL-2367	62744	YES	15	\$	1,740
Spring 2022	ENGL-2367	62745	YES	7	\$	812
Spring 2022	ENGL-2367	62747	YES	4	\$	464
Spring 2022	ENGL-2367	62756	YES	21	\$	2,436
Spring 2022	ENGL-2367	62757	YES	17	\$	1,972
Spring 2022	ENGL-2367	62758	YES	24	\$	2,784
Spring 2022	ENGL-2367	62973	YES	14	\$	1,624
Spring 2022	ENGL-2367	62974	YES	17	\$	1,972
Spring 2022	ENGL-2367	62994	YES	18	\$	2,088

Spring 2022	ENGL-2367	64438	YES	26	\$	3,016
Spring 2022	ENGL-2367	64439	YES	18	\$	2,088
Spring 2022	ENGL-2367	64541	YES	15	\$	1,740
Spring 2022	ENGL-2367	64589	YES	4	\$	464
Spring 2022	FOTO-1120	59980	YES	13	\$	1,508
Spring 2022	FOTO-1120	59981	YES	11	\$	1,276
Spring 2022	FOTO-1120	59982	YES	18	\$	2,088
Spring 2022	FOTO-1120	59983	YES	7	\$	812
Spring 2022	FOTO-1120	62979	YES	12	\$	1,392
Spring 2022	FOTO-1150	59990	NO	15	\$	1,740
Spring 2022	FOTO-1150	59991	NO	23	\$	2,668
Spring 2022	FOTO-1250	61903	YES	12	\$	1,392
Spring 2022	FOTO-2100	59992	NO	12	\$	1,392
Spring 2022	FOTO-2120	59994	NO	16	\$	1,856
Spring 2022	FOTO-2130	59995	NO	10	\$	1,160
Spring 2022	FOTO-2960	59998	YES	14	\$	1,624
Spring 2022	FOTO-2994	60000	NO	11	\$	1,276
Spring 2022	HIST-1151	60119	YES	24	\$	2,784
Spring 2022	HIST-1151	60120	NO	13	\$	1,508
Spring 2022	HIST-1151	60121	YES	24	\$	2,784
Spring 2022	HIST-1151	60122	YES	27	\$	3,132
Spring 2022	HIST-1151	60123	YES	11	\$	1,276
Spring 2022	HIST-1151	60125	NO	9	\$	1,044
Spring 2022	HIST-1151	60127	YES	25	\$	2,900
Spring 2022	HIST-1151	60128	YES	28	\$	3,248
Spring 2022	HIST-1151	60129	NO	11	\$	1,276
Spring 2022	HIST-1151	60130	NO	4	\$	464
Spring 2022	HIST-1151	60132	YES	11	\$	1,276
Spring 2022	HIST-1151	60133	YES	19	\$	2,204
Spring 2022	HIST-1151	60134	YES	25	\$	2,900
Spring 2022	HIST-1151	60135	YES	38	\$	4,408
Spring 2022	HIST-1151	60136	YES	33	\$	3,828
Spring 2022	HIST-1151	60137	YES	25	\$	2,900
Spring 2022	HIST-1151	61740	NO	21	\$	2,436
Spring 2022	HIST-1151	61767	YES	23	\$	2,668
Spring 2022	HIST-1152	60139	NO	16	\$	1,856
Spring 2022	HIST-1152	60140	YES	20	\$	2,320
Spring 2022	HIST-1152	60141	YES	15	\$	1,740

Spring 2022	HIST-1152	60142	YES	27	\$	3,132
Spring 2022	HIST-1152	60143	NO	13	\$	1,508
Spring 2022	HIST-1152	60145	NO	9	\$	1,044
Spring 2022	HIST-1152	60146	YES	20	\$	2,320
Spring 2022	HIST-1152	60147	YES	14	\$	1,624
Spring 2022	HIST-1152	60148	NO	21	\$	2,436
Spring 2022	HIST-1152	60150	YES	25	\$	2,900
Spring 2022	HIST-1152	60151	YES	12	\$	1,392
Spring 2022	HIST-1152	60152	NO	7	\$	812
Spring 2022	HIST-1152	60154	YES	24	\$	2,784
Spring 2022	HIST-1152	60157	YES	28	\$	3,248
Spring 2022	HIST-1152	60158	YES	11	\$	1,276
Spring 2022	HIST-1152	60159	YES	26	\$	3,016
Spring 2022	HIST-1152	60160	YES	32	\$	3,712
Spring 2022	HIST-1152	60161	YES	28	\$	3,248
Spring 2022	HIST-1152	61643	YES	12	\$	1,392
Spring 2022	HIST-1152	61644	YES	24	\$	2,784
Spring 2022	HIST-1152	61663	YES	10	\$	1,160
Spring 2022	HIST-1152	61666	YES	7	\$	812
Spring 2022	HIST-1152	61741	NO	5	\$	580
Spring 2022	HIST-1152	61743	NO	22	\$	2,552
Spring 2022	HIST-1152	61863	YES	16	\$	1,856
Spring 2022	HIST-1152	61949	YES	13	\$	1,508
Spring 2022	HIST-1152	61950	YES	17	\$	1,972
Spring 2022	HIST-1152	62005	YES	10	\$	1,160
Spring 2022	HIST-1152	62387	YES	12	\$	1,392
Spring 2022	HIST-1152	62612	YES	9	\$	1,044
Spring 2022	HIST-1152	64669	YES	27	\$	3,132
Spring 2022	HOSP-1123	58560	NO	23	\$	2,668
Spring 2022	ITST-2258	60310	NO	20	\$	2,320
Spring 2022	ITST-2258	60311	NO	20	\$	2,320
Spring 2022	ITST-2258	62712	NO	19	\$	2,204
Spring 2022	MATH-1101	60449	NO	13	\$	1,508
Spring 2022	MATH-1101	60450	NO	15	\$	1,740
Spring 2022	MATH-1101	60451	NO	9	\$	1,044
Spring 2022	MATH-1101	62245	NO	4	\$	464
Spring 2022	MATH-1101	62246	NO	11	\$	1,276
Spring 2022	MATH-1123	60469	YES	14	\$	1,624

Spring 2022	MATH-1123	60470	NO	10	\$	1,160
Spring 2022	MATH-1123	60471	NO	4	\$	464
Spring 2022	MATH-1123	60473	YES	13	\$	1,508
Spring 2022	MATH-1123	62264	YES	23	\$	2,668
Spring 2022	MATH-1151	60519	YES	19	\$	2,204
Spring 2022	MATH-1151	60520	NO	8	\$	928
Spring 2022	MATH-1151	60521	YES	25	\$	2,900
Spring 2022	MATH-1151	60522	YES	25	\$	2,900
Spring 2022	MATH-1151	60523	YES	27	\$	3,132
Spring 2022	MATH-1151	60524	YES	27	\$	3,132
Spring 2022	MATH-1151	60525	YES	27	\$	3,132
Spring 2022	MATH-1151	60526	YES	28	\$	3,248
Spring 2022	MATH-1151	60527	YES	12	\$	1,392
Spring 2022	MATH-1151	60528	NO	16	\$	1,856
Spring 2022	MATH-1151	60530	YES	26	\$	3,016
Spring 2022	MATH-1151	60531	YES	25	\$	2,900
Spring 2022	MATH-1151	60532	YES	24	\$	2,784
Spring 2022	MATH-1151	60535	YES	4	\$	464
Spring 2022	MATH-1151	62283	YES	14	\$	1,624
Spring 2022	MATH-1151	62284	YES	9	\$	1,044
Spring 2022	MATH-1151	62516	YES	10	\$	1,160
Spring 2022	MATH-2568	60553	YES	24	\$	2,784
Spring 2022	MATH-2568	60554	YES	21	\$	2,436
Spring 2022	MECH-1240	60561	NO	12	\$	1,392
Spring 2022	MECH-1240	60562	NO	9	\$	1,044
Spring 2022	MECH-1240	60563	NO	8	\$	928
Spring 2022	MECH-2270	60568	NO	10	\$	1,160
Spring 2022	MULT-1114	60606	NO	15	\$	1,740
Spring 2022	MULT-1114	60607	YES	16	\$	1,856
Spring 2022	MULT-1114	60608	NO	18	\$	2,088
Spring 2022	MULT-1114	60609	YES	15	\$	1,740
Spring 2022	MULT-1114	60610	YES	19	\$	2,204
Spring 2022	MULT-2114	61953	NO	5	\$	580
Spring 2022	MULT-2114	61954	NO	16	\$	1,856
Spring 2022	SPAN-1103	61094	YES	11	\$	1,276
Spring 2022	SPAN-1103	61095	NO	13	\$	1,508
Spring 2022	SPAN-1103	61096	YES	29	\$	3,364
Spring 2022	STAT-2430	62193	NO	22	\$	2,552

Spring 2022	STAT-2430	62352	NO	20	\$	2,320
Spring 2022	STAT-2430	62353	YES	26	\$	3,016
Spring 2022	STAT-2430	62520	YES	16	\$	1,856
Fiscal Year 2022 - OER				19,089	\$	2,214,324

*The student counts represent HEI operational estimates and are provided for autumn and spring terms only.

**The average return on investment (\$116), provided by ODHE, was derived from the recent MHEC study on benefits and costs of OER; link below.

https://www.mhec.org/sites/default/files/resources/2022MHECOER-Toward-Convergence.pdf?utm_source=msdynmktg&utm_medium=email&utm_campaign=22towardconvergence#msdyntrid=pJ-O-aa8BW0NjmTgEIXpi9nJKWFvp-J9qbFukH0u8il



COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

DATE: _____

SUBJECT:

Property Acquisition – 209-211, 215, 217, and 225-231 Cleveland Ave and 212 N. Grant Ave, Columbus, Ohio 43215, and known as tax parcels IDs #010-027710, 010-045858, 010-047546, 010-044177, and 010-015083

BACKGROUND INFORMATION:

In September of 2019, the Board approved the College's \$441M capital plan, Making Central Ohio Stronger Educational Facilities and Technology Plan. This plan became the framework for Issue 21, a \$300M bond issue approved by Franklin County voters in April of 2020. As part of the implementation of the first phase of the capital plan, a property acquisition has been identified that will serve to provide necessary swing space for academic programs, operational departments, and storage.

The College was informed by the owners of their desire to sell these properties in the spring of 2022. The properties include three warehouse buildings with parking for a total acreage of 0.79 acres. Phase I and Phase II environmental assessments have been conducted, which revealed no substantial concerns. Columbus State has also conducted two space planning walk-throughs that resulted in initial plans to use the facilities for: 1) the College's Grounds personnel as well as storage, both of which will have to be moved from their current location at 278 E. Spring St. once construction begins there for the new Automotive Center; and 2) short-term space for the College's Fire Science program, including storage of its fire trucks as well as office, classroom, and lab space until a new public safety center is complete. The timing for the property's use for Fire Science is contingent on an existing lease of the 212 N. Grant Ave building. The current tenant has agreed to use good faith efforts to leave prior to the lease end date, which is October of 2024. The College has agreed to a purchase price of \$2,750,000, which was informed by two appraisals of the property.

Provided all contingencies are met, including approval of the purchase by the Controlling Board in December, the College will use proceeds from the Series 2020 Facilities Construction and Improvement bonds to purchase the property.

RECOMMENDATION:

That the Board of Trustees approves the purchase of property at 209-211, 215, 217, and 225-231 Cleveland Ave and 212 N. Grant Ave in Columbus, Ohio, authorizes the President to execute the final purchase provided Controlling Board approval, and authorizes the release of \$2,750,000 from bond proceeds for this purchase.

Approval of the property acquisition at 209-211, 215, 217, and 225-231 Cleveland Ave. and 212 N. Grant Ave. in Columbus, Ohio.

Passed: November 17, 2022

Board of Trustees
Columbus State Community College
Franklin County, Ohio

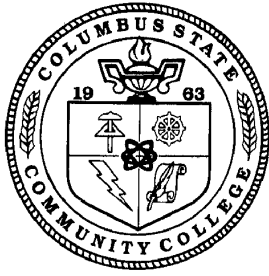
Attest: _____
Secretary

Board Chair

CERTIFICATE

The undersigned Secretary of the Columbus State Community College, Franklin County, Ohio hereby certifies that the foregoing is a true copy of an action approved by the Board of Trustees of said College on November 17, 2022.

Secretary, Board of Trustees
Columbus State Community College
Franklin County, Ohio



COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

DATE: _____

SUBJECT:

Construction Contract Approvals: External Emergency Speaker Replacement.

BACKGROUND INFORMATION:

State law requires the Board of Trustees to authorize the award of construction contracts for any project that exceeds \$200,000.

This project will replace the emergency speakers across the Columbus Campus. The existing speakers and equipment are ten years past the established life cycle and this project will replace them with new speakers and equipment that are compatible with the new emergency messaging system.

The Architect/Engineering (AE) design services contract for this project is \$78,820 with a total project budget estimated to be \$1,000,000, funded with a combination of local funds and potential grant funds. In addition to the AE contract, we are requesting a 10% design contingency at this time to address unforeseen issues during the design process, which is within the overall project estimate. The final construction costs will be identified during the design and bidding phase, which is anticipated to be complete by the summer of 2023. Using the statutorily-required qualification-based AE Design selection process, the AE firm selected for this project is IMEG Corp. With the approval of this contract, the design is anticipated to commence in late fall 2022 and be complete in summer 2023. Bidding and construction will commence thereafter.

RECOMMENDATION:

That the Board of Trustees authorizes the College to enter into the following contract with the selected firm and to set aside the following contingency:

Project	Company	Amount
External Emergency Speaker Replacement (CTI-220086)	IMEG Corp.	\$78,820
Design Contingency (10%)	Columbus State	\$7,900



COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

DATE: _____

SUBJECT:

Construction Contract Approvals: Moeller Hall Geology Lab.

BACKGROUND INFORMATION:

State law requires the Board of Trustees to authorize the award of construction contracts for any project that exceeds \$200,000.

This project will renovate and repurpose an existing, underutilized fitness center at Moeller Hall into a geology lab. This new lab will expand the number of science classes offered at the Delaware campus in addition to increasing opportunities for students seeking science degrees.

Using a competitive bid process, the General Contracting firm with the lowest responsible bid was Ferguson Construction, with a bid of \$121,314. In addition to the construction contract, we are requesting a 10% construction contingency. This construction contingency, combined with the previously approved design contract, design contingency, and IT equipment, brings the total project budget to \$368,000. This project will be funded entirely with State Capital funds.

With the approval of these contracts, construction is anticipated to commence in late fall 2022 and be completed by spring 2023.

RECOMMENDATION:

That the Board of Trustees authorize the College to contract with the selected firm and to set aside the following contingency:

Project	Company	Amount
MO Geology Lab (CTI-220056)	Ferguson Construction	\$121,314
Design Contingency (10%)	Columbus State	\$12,500



COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

DATE: _____

SUBJECT:

Construction Contract Approvals: Center for Technology and Learning Lab Upgrades.

BACKGROUND INFORMATION:

State law requires the Board of Trustees to authorize the award of construction contracts for any project that exceeds \$200,000.

This project will upgrade two teaching labs in the Center for Technology and Learning building. The renovation will include additional fume hoods, mechanical, electrical, and plumbing (MEP) updates to support the fume hoods and lighting, and upgraded casework.

Using a competitive bid process, the General Contracting firm with the lowest responsible bid was Ferguson Construction, with a bid of \$643,630. In addition to the construction contract, we are requesting a 10% construction contingency. This construction contingency, combined with the previously approved design contract, design contingency, and pre-ordered lab furnishings and IT equipment, brings the total project budget to \$1,216,000. This project will be funded entirely with State Capital funds.

With the approval of these contracts, construction is anticipated to commence in late fall 2022 and be completed in spring 2023.

RECOMMENDATION:

That the Board of Trustees authorize the College to contract with the selected firm and to set aside the following contingency:

Project	Company	Amount
TL Lab Upgrades (CTI-210016)	Ferguson Construction	\$643,630
Construction Contingency (10%)	Columbus State	\$65,000



Columbus State Community College Board Action Sheet

DATE: _____

SUBJECT

Revisions to Employment Policy 3-02.

BACKGROUND INFORMATION

The College periodically conducts a review of Chapter 3 Policies and Procedures to ensure compliance with state and federal law and ongoing alignment with institutional objectives. The implementation of *Workday*, the College's new Enterprise Resource Planning System, and the need to modernize the College's human resource administration processes, necessitate the following revisions to current Policy 3-02:

- Specify the President may approve guidelines for all positions developed by the College's Human Resources Department.
- Specify that approved guidelines will be maintained in the Human Resources Information System.

RECOMMENDATION

That the Board of Trustees accepts the revisions to **Policy 3-02, Employment**, as presented, with an effective date of November 17, 2022, and the President may establish procedures to align with the policy.

COLUMBUS STATE COMMUNITY COLLEGE
POLICY & PROCEDURES MANUAL

EMPLOYMENT

Effective September 22, 2016

Policy No. 3-02

Page 1 of 1

- (A) (A) Columbus State Community College actively seeks to cultivate a globally diverse and multicultural environment that promotes equal opportunities to all ~~applicant~~ CANDIDATEs and employees. This is most often achieved through a competitive recruitment and employment process that provides qualified and diverse ~~applicant~~ CANDIDATEs. 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 underrepresented groups.
- ~~(B) The President will establish procedures for the employment of full-time faculty and administrators.~~
- ~~(C) The President will establish procedures for the employment of full-time staff.~~
- ~~(D) The President will establish procedures for the employment of part-time staff.~~
- ~~(E) The President will establish procedures for the employment of adjunct instructors.~~
- ~~(F) The President will establish procedures for the employment of part-time College work-study students.~~
- ~~(G) (B) The final determination of all hiring decisions rests with the President.~~
- ~~(H) (C) The President will establish procedures for the salary placement of staff and managerial new hires.~~
- ~~(I) (D) The President will MAY establish procedures for the establishment of the definition of hard-to-recruit positions for staff and managerial new hires.~~
- (E) THE PRESIDENT MAY APPROVE GUIDELINES FOR HIRING FULL- AND PART-TIME EXECUTIVE, MANAGERIAL, STAFF, ADJUNCT AND NON-CREDIT INSTRUCTOR POSITIONS; JOB DESCRIPTIONS; AND EMPLOYEE COMPENSATION. THE GUIDELINES SHALL BE DEVELOPED BY THE COLLEGE'S HUMAN RESOURCES DEPARTMENT AND MAINTAINED IN THE HUMAN RESOURCE INFORMATION SYSTEM.

COLUMBUS STATE COMMUNITY COLLEGE
POLICY & PROCEDURES MANUAL

EMPLOYMENT
Policy No. 3-02
Page 1 of 2

Effective September 22, 2016

- (F) THE TERMS AND CONDITIONS OF EMPLOYMENT FOR BARGAINING UNIT MEMBERS SHALL BE GOVERNED BY THE APPLICABLE COLLECTIVE BARGAINING AGREEMENT.

Last Effective Dates: March 28, 2013
 June 1, 2010
 August 21, 2000



Columbus State Community College Board Action Sheet

DATE: _____

SUBJECT

Revisions to Payroll Policy 3-07.

BACKGROUND INFORMATION

The College periodically conducts a review of Chapter 3 Policies and Procedures to ensure compliance with state and federal law and ongoing alignment with institutional objectives. The implementation of *Workday*, the College's new Enterprise Resource Planning System, and the need to modernize the College's human resource administration processes, necessitate the following revisions to current Policy 3-07:

- Specify employees will be paid every other Friday.
- Specify that all employees will use direct deposit, except where prohibited by law.
- Specify the Senior Vice President of Business Service or their designee is authorized to make payroll deductions required by law or approved by the Board of Trustees.

RECOMMENDATION

That the Board of Trustees accepts the revisions to **Policy 3-07, Payroll**, as presented, with an effective date that coincides with the College's implementation of the Workday Enterprise Resource Planning System, and the President may establish procedures to align with the policy.

COLUMBUS STATE COMMUNITY COLLEGE
POLICY AND PROCEDURES MANUAL

PAYROLL
Policy 3-07
Page 1 of 1

Effective April 1, 2011

- (A) The Payroll OFFICE section of the Human Resources Department shall prepares and processes all payroll ACTIONS authorizations for all duly appointed employees of the College. THE PAYROLL These authorizations shall be processed in accordance with the procedures and guidelines adopted by the COLLEGE IN ACCORDANCE WITH THIS POLICY. Vice President of Human Resources. This payroll authorization shall be the only instrument by which an employee's pay can be processed.
- (B) Employee pay shall be in the form of direct deposit to the financial institution(S) of their choice on the fifteenth day and the last working day of each month EVERY OTHER FRIDAY EXCEPT WHEN BANKS WILL BE CLOSED ON FRIDAY IN WHICH CASE THE DEPOSIT WILL BE PROCESSED ON THE LAST BUSINESS DAY PRIOR TO THE CLOSURE. Work Study students THE COLLEGE WILL REQUIRE ALL OF ITS EMPLOYEES TO BE PAID BY DIRECT DEPOST, EXCEPT WHERE PROHIBITED BY LAW, IN WHICH CASE A PAPER CHECK WILL BE ISSUED. , and those e-Employees making changes to a bank account AND EMPLOYEES NEW TO THE COLLEGE, MAY will receive a paper check FOR THEIR FIRST PAY.
- (C) The SENIOR Vice President for the Human Resources Department OF BUSINESS SERVICES OR THEIR DESIGNEE is authorized to make payroll deductions required by law or approved by the Board of Trustees.
- (D) The President shall MAY establish procedures to administer this policy.

Replaces Policy 9-04 (Effective October 15, 1985). Moved to Chapter 3 in the CSCC Policy and Procedures Manual.



Columbus State Community College Board Action Sheet

DATE: _____

SUBJECT

Revisions to Sick Leave Policy 3-10.

BACKGROUND INFORMATION

The College periodically conducts a review of Chapter 3 Policies and Procedures to ensure compliance with state and federal law and ongoing alignment with institutional objectives. The implementation of *Workday*, the College's new Enterprise Resource Planning System, and the need to modernize the College's human resource administration processes, necessitate the following revisions to current Policy 3-10:

- Specify part-time eligibility for earning sick time.
- Specify that a full-time employee shall not earn additional sick time for secondary part-time employment.
- Specify part-time eligibility for bereavement leave.

RECOMMENDATION

That the Board of Trustees accepts the revisions to **Policy 3-10, Sick Leave**, as presented, with an effective date of November 17, 2022, and the President may establish procedures to align with the policy.

COLUMBUS STATE COMMUNITY COLLEGE
POLICY AND PROCEDURE MANUAL

SICK LEAVE
Policy 3-10
Page 1 of 2

Effective ~~November 20, 2014~~

- (A) The eCollege recognizes that employees may need to take sick leave. Paid sick leave maybe used only for personal illness, healthcare appointments (including medical, dental, vision, and/or mental health), adoption, injury, pregnancy, exposure to a contagious disease which could be communicated to others, or for bereavement, illness, or injury to a member of the employee's immediate family, other persons residing in the home of the employee, or a domestic partner.

[See also: benefits available under the College's Family and Medical Leave Policy 3-36.]

- (B) Full-time employees who work a 100 percent schedule are credited with time for sick leave at a rate of FIFTEEN (15) DAYS/120 HOURS ~~10.0 hours~~ per calendar ~~month~~-YEAR of completed service. Other full-time employees working reduced work schedules shall have their time for sick leave credited and deducted at a rate in proportion to their appointment.
- (C) Full-time faculty will be credited at a rate of fifteen (15) days per academic year (autumn and spring semesters). Full-time faculty may accrue sick leave without limit. Annually contracted faculty (ACF's) will accrue at a rate of twelve (12) sick days per academic year (autumn and spring semesters). No sick leave is accrued during summer semester.
- (D) Adjunct instructors are credited with time for sick leave at a rate equal to the total number of contact hours for that semester multiplied by 1.0, with a maximum accrual of
10. Adjunct instructors may not carry over sick leave.
- (E) REGULAR AND CASUAL PART-TIME EMPLOYEES EARN SICK LEAVE AT A PRORATED AMOUNT OF WHAT A FULL-TIME EMPLOYEE EARNS BASED ON THE NUMBER OF HOURS THE PART-TIME EMPLOYEE WORKS EACH PAY PERIOD. FULL-TIME EMPLOYEES SHALL NOT EARN ADDITIONAL SICK LEAVE FOR SECONDARY, PART-TIME, NON-ADJUNCT EMPLOYMENT AT THE COLLEGE.
- (F) Sick leave accumulated by an employee while previously employed by another public agency is transferable in accordance with the provisions of the Ohio Revised Code, Chapter 124, and related regulations. The leave is coded as transferred sick leave.

COLUMBUS STATE COMMUNITY COLLEGE
POLICY AND PROCEDURE MANUAL

SICK LEAVE
Policy No. 3-10
Page 2 of 2

Effective November 20, 2014

- (G) College employees who at the time of their disability or service retirement have ten or more years of service with the college or any agency of the state or any of its political subdivisions may convert only their accrued but unused time for sick leave with Columbus State Community College to monetary compensation. Sick leave balances transferred from another public agency employer shall not be paid out upon separation.

Unless otherwise addressed by the terms of an applicable collective bargaining agreement, employees who participate in a state retirement system or an alternative retirement program and who retire from the College may convert one-fourth of their accumulated sick leave earned as an employee of the College to a maximum of forty-five (45) days to a cash payment at the time of retirement. The conversion rate will be based upon the employee's rate of compensation at the time of retirement. Converting sick leave to a cash payment will reduce the employee's sick leave balance to zero (0), regardless of the number of hours accumulated from employment by the college or another employer.

(H) **Bereavement Leave**

Full-time employees may use up to five (5) paid sick leave days for the death of an immediate family member, other persons residing in the home of the employee, or a domestic partner. PART-TIME EMPLOYEES MAY USE UP TO THREE (3) PAID SICK LEAVE DAYS FOR THE DEATH OF AN IMMEDIATE FAMILY MEMBER, OTHER PERSONS RESIDING IN THE HOME OF THE EMPLOYEE, OR A DOMESTIC PARTNER. To use sick leave for the death, illness, or injury of a domestic partner, a completed and notarized Affidavit of Domestic Partnership form must be on file with the Human Resources Department.

Immediate family for the purpose of this policy includes: parent, sibling, grandparent, child, spouse, parents-in-law, children-in-law, sibling-in-law, grandchild, stepparents, stepchildren, a legal guardian or other person who stands in the place of a parent, other persons residing in the home of the employee, or a domestic partner.

- (I) The President ~~will~~ MAY establish procedures to administer this policy.

Last Effective Dates: February 1, 2012; December 1, 2008; June 1, 2004
Approved by the Board of Trustees: November 0, 2014



Columbus State Community College Board Action Sheet

DATE: _____

SUBJECT

Revisions to Family and Medical Leave Policy 3-36.

BACKGROUND INFORMATION

The College periodically conducts a review of Chapter 3 Policies and Procedures to ensure compliance with state and federal law and ongoing alignment with institutional objectives. The implementation of *Workday*, the College's new Enterprise Resource Planning System, and the need to modernize the College's human resource administration processes, necessitate the following revisions to current Policy 3-36:

- Specify eligibility for CSCC employees who meet the following criteria:
 - one (1) year of service
 - 1250 hours during a twelve (12) month period

RECOMMENDATION

That the Board of Trustees accepts the revisions to **Policy 3-36, Family and Medical Leave**, as presented, with an effective date of November 17, 2022, and the President may establish procedures to align with the policy.

COLUMBUS STATE COMMUNITY COLLEGE
POLICY AND PROCEDURES MANUAL

FAMILY AND MEDICAL LEAVE

Effective ~~September 25, 2014~~

Policy 3-36

Page 1 of 2

- (A) The ~~e~~College supports a work environment that offers solutions to the complex issues individuals face in balancing their work and family commitments. In accordance with federal law, Family and Medical Leave (FML) is a benefit available to eligible faculty and staff members. The Family and Medical Leave Act assures that, if leave is taken in accordance with these policies and procedures, eligible faculty and staff can take twelve weeks of leave during a given twelve-month period and, with limited exceptions described below, be entitled to reinstatement to the same or an equivalent position at the conclusion of this leave. Employees without twelve weeks of accumulated paid leave available to them (sick, vacation, personal) may take FML as unpaid leave with the same reinstatement assurance.
- (B) ANY ~~An~~ employee who has been employed by the ~~e~~College for at least one (1) year and has worked for 1,250 hours during the twelve (12) months preceding the start of Family and Medical Leave is eligible for FML. ~~An eligible part-time employee is entitled to FML on a prorated basis.~~
- (C) Employees seeking to use FML are required to provide at least a 30-day advance notice of the need to take the leave when the need is foreseeable and such notice is possible. When the need for leave is not foreseeable, the employee must provide notice as soon as possible under the facts and circumstance of the particular case.
- (D) If ~~you are~~ AN EMPLOYEE IS absent for the following reasons, the absence may qualify as FML:
- (1) Birth of and care for a child during the first year following birth.
 - (2) Care for the employee's child after placement for adoption or foster care.
 - (3) A serious health condition that makes the employee unable to perform ~~his or her~~ THEIR job. This includes incapacity due to pregnancy and prenatal medical care.

Under FML, a "serious health condition" is defined as an illness, injury, impairment or physical or mental condition that involves:

- (a) Inpatient care in a hospital, hospice or residential care facility; or
 - (b) Continuing treatment by a health care provider.
- (4) To care for the employee's immediate family member who has a serious health condition.

COLUMBUS STATE COMMUNITY COLLEGE
POLICY AND PROCEDURES MANUAL

FAMILY AND MEDICAL LEAVE

Effective ~~September 25, 2014~~

Policy 3-36

Page 2 of 2

- (5) Military family leave entitlements
 - (a) for qualifying exigencies arising out of the active duty or call to active duty of an employee's spouse, son, daughter or parent; or
 - (b) twenty-six work weeks of leave during a single 12-month period to care for a covered service member with a serious injury or illness.

- (E) The President ~~will~~ MAY establish procedures to administer this policy.

*Last Effective Date: August 21, 2000 Approved by the Board of Trustees 9-25-14
clh*



Columbus State Community College Board Action Sheet

DATE: _____

SUBJECT

Revisions to Promotion and Tenure Policy 5-19.

BACKGROUND INFORMATION

Promotion and Tenure Policy 5-19 was last updated in August 2015. Promotion and Tenure Policy 5-19 is being revised to align language with the CSEA collective bargaining agreement and with the current organizational structure of the college.

RECOMMENDATION

That the Board of Trustees adopt revised Policy 5-19, as presented, with an effective date of November 17, 2022.

COLUMBUS STATE COMMUNITY COLLEGE
POLICY AND PROCEDURES MANUAL

PROMOTION AND TENURE

Effective August 31, 2015

Policy 5-19

Page 1 of 4

- (A) The purpose of promotion and tenure is to ensure academic excellence, reward service and contributions, and retain the College's most valued faculty. Tenure assures faculty members continued employment with dismissal only for just cause or a reduction in the number of faculty required to deliver the College's academic programs.
- (B) The College employs a four-tier faculty ranking system of Instructor, Assistant Professor, Associate Professor, and Professor. Tenure is conferred with the candidate's first promotion, usually to the rank of Assistant Professor, although this may differ based on initial placement in rank upon hiring.
- (C) At time of hire, faculty are assigned the rank of Instructor. Under unusual circumstances, a faculty member may be appointed outside the rank of Instructor with the approval of the President and in accordance with ~~Section 38.03~~ **ARTICLE 38** of the ~~Collective Bargaining Agreement between the College and CSEA~~ **BARGAINING AGREEMENT** and in accordance with Procedure 5-19 (D).
- (D) Tenure is granted after the completion of an appropriate evaluation of each faculty member's work, as defined in Procedure 5-19 (D), and upon the **APPROVAL OF** ~~recommendation of the President~~ to the Board of Trustees.
- (E) Full-time **TENURE-TRACK** faculty members ~~will be considered for a first promotion and~~ **ARE ELIGIBLE TO RECEIVE** tenure after seven semesters of qualifying full-time **TENURE-TRACK** service as defined below:
- (1) Qualifying service includes autumn and spring semesters. Summer term is not considered qualifying service although work completed during this term may be presented as evidence of academic excellence, service, and contributions.
 - (2) Faculty members who resign and later return to Columbus State Community College shall receive no years of past service credit toward tenure eligibility.
 - (3) No more than one year of service credit will be granted for employment during any one fiscal year.
 - (4) Faculty who are granted tenure and the first promotion will accrue the benefits of that rank at the beginning of the next autumn semester.
 - (5) All persons granted tenure before the acceptance of this policy shall continue to be tenured according to the rights and privileges of this policy.
- (F) **REGARDLESS OF PLACEMENT INTO RANK AT HIRING, FACULTY MEMBERS ARE REQUIRED TO APPLY FOR TENURE IN THEIR FOURTH YEAR OF FULL-TIME TENURE-TRACK EMPLOYMENT WITH THE COLLEGE.** A faculty member may petition the dean of the division for a one-time delay of one year in application for tenure due to circumstances in the third or fourth year of full-time **TENURE-TRACK** employment. Such circumstances must have a demonstrable

COLUMBUS STATE COMMUNITY COLLEGE
POLICY AND PROCEDURES MANUAL

PROMOTION AND TENURE

Effective August 31, 2015

Policy 5-19

Page 2 of 4

negative impact on the faculty member's ability to perform duties required for tenure or to complete the portfolio for tenure. The petition must be submitted in writing to the Dean no later than October 1 of the fourth year.

- (G) A candidate not awarded tenure ~~and the first promotion~~ may elect to seek due process ~~of a complaint~~ through the appeal process provided for in this policy. Such action precludes the faculty member from PURSUING ~~availability of~~ other forms of due process provided by College policy.
- (H) A faculty member who is not awarded tenure will be terminated at the completion of the academic year in which tenure and the first promotion were WAS considered.
- (I) Tenure will be terminated in the following situations:
- (1) A tenured person has submitted ~~his/her~~ **THEIR** resignation.
 - (2) If a tenured faculty member has been placed on layoff due to a reduction in faculty, ~~he or she~~ **THE FACULTY MEMBER** will retain tenure if recalled for employment within two years of the layoff. If a tenured faculty member is recalled at any time and voluntarily refuses recall, tenure will be terminated at that time. If a tenured faculty member is not recalled within the two-year period, tenure will be terminated at the end of the second year. If a tenured faculty member is laid off, it is ~~his or her~~ **THE FACULTY MEMBER'S** responsibility to notify the Human Resources Department in writing of any changes in address and/or telephone number.
 - (3) For just cause, which shall include but is not limited to, the following:
 - (a) Serious violations of important College policies such as harassment, ~~sexual harassment,~~ **DISCRIMINATORY LANGUAGE OR BEHAVIOR**, sexual ~~misconduct~~ **HARASSMENT/SEXUAL VIOLENCE**, academic misconduct, and conflict of interest.
 - (b) Any behavior that presents imminent serious threat to the health, welfare, or safety of College employees, students or others in the campus community or to College property.
 - (c) Serious insubordination (i.e., willful disregard of direction by supervisor except as permitted by law).
 - (d) Unlawful possession or distribution of illicit drugs or controlled substances on campus.
 - (e) Illegally bringing or bearing firearms or other lethal weapons/devices on campus.

COLUMBUS STATE COMMUNITY COLLEGE
POLICY AND PROCEDURES MANUAL

PROMOTION AND TENURE

Effective August 31, 2015

Policy 5-19

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- (f) Intentional falsification of College records.
 - (g) Serious misuse or misappropriation of College equipment, materials, funds, or other resources.
 - (h) Job abandonment (i.e., no call-no show for 3 consecutive, scheduled workdays).
 - (i) Conviction of a felony that negatively impacts either the College or the ability of the faculty member to perform ~~his or her~~ **THEIR** responsibilities.
- (J) Full-time **TENURE-TRACK** faculty members ~~will be considered for~~ **ARE ELIGIBLE TO RECEIVE** second and third promotions any time after seven semesters of qualifying full-time **TENURE-TRACK** service in rank as defined below:
- (1) Qualifying service includes autumn and spring semesters. Summer term is not considered qualifying service although work completed during this term may be presented as evidence of academic excellence, service, and contributions.
 - (2) No more than one year of service credit will be granted for employment during any one fiscal year.
 - (3) Faculty who are granted promotion will accrue the benefits of that rank at the beginning of the next autumn semester.
 - (4) All persons granted promotions before the acceptance of this policy shall continue in that rank according to the rights and privileges of this policy.
- (K) A candidate not awarded a promotion may elect to seek due process ~~of a complaint~~ through the appeal process provided for in this policy. Such action precludes the faculty member from **PURSuing** ~~availability of~~ other forms of due process provided by College policy.
- (L) After a faculty member has received tenure ~~and the first promotion~~, further promotion in rank is not a condition of employment.
- (M) Unsuccessful candidates for promotion in any given year may reapply for promotion during any succeeding year without prejudice or negative inference from the previous denial.
- (N) All proceedings and decisions related to promotion and tenure process shall be held in confidence and made available only to those persons involved in process.
- (O) The President will adopt and implement procedures for the following:

COLUMBUS STATE COMMUNITY COLLEGE
POLICY AND PROCEDURES MANUAL

PROMOTION AND TENURE

Effective August 31, 2015

Policy 5-19

Page 4 of 4

- (1) Initial placement in rank.
 - (2) The presentation of a faculty member's work for the promotion and tenure process.
 - (3) The evaluation of a faculty member's work by peers and administrators.
 - (4) The timeline for submissions and evaluations.
 - (5) The composition and tasks of Promotion and Tenure Review Committees.
 - (6) The composition and tasks of the Promotion and Tenure Appeals Committee.
- (P) If for any reason the President determines that there is an issue with the implementation of this policy and related procedures, the President, in consultation with the Senior Vice-President for Academic Affairs and CSEA, may take whatever steps are deemed appropriate to ensure the proper functioning and integrity of the procedures. Such issues might include, but are not limited to, paid or unpaid leaves of absence (due to illness, military duty, jury duty, ~~maternity~~ PARENTAL leave, etc.) or catastrophic events (fire, flood, death in the family, etc.). A request for special consideration should be made in a timely manner, and documentation of the situation (if available) should be provided.

New Policy

Note: Replacing Current Policy 5-02, Faculty Tenure and related Procedures 5-02 (E), (F), and 3-01 (B)



Columbus State Community College Board Action Sheet

DATE: _____

SUBJECT

Revision to Operational Budget Policy 9-01.

BACKGROUND INFORMATION

Policy 9-01 was last updated in 2007. The proposed revisions include the elimination of projections of income and expenses for the fiscal year as a required component of the operational budget each year, while maintaining that the President establish a process for preparing an annual operational budget that meets the expectations of the Board of Trustees for its approval. The proposed revisions also include a provision to allow certain academic departments to purchase alcohol as part of an academic program and clarifies that the Board may delegate authority to the President to allocate funds for expenses not included in the approved operational budget.

Procedures related to Policy 9-01 will be updated and implemented subsequent to the Board of Trustees approval of the revised policy.

RECOMMENDATION

That the Board of Trustees approve the proposed revisions to Policy 9-01, as presented, with an effective date of November 17, 2022.

COLUMBUS STATE COMMUNITY COLLEGE
POLICY AND PROCEDURES MANUAL

OPERATIONAL BUDGET

Effective April 1, 2007

Policy No. 9-01

Page 1 of 1

- (A) The Board of Trustees reviews and approves the eCollege's annual operational budget. The annual operational budget can be amended only by action of the Board of Trustees.
- (B) Only the Board of Trustees, OR AS DELEGATED TO THE PRESIDENT, shall have the authority to allocate funds for expenses not included in the approved operational budget.
- (C) The fiscal year begins July first 1ST of each year and ends June thirtieth 30TH of the following year.
- (D) ~~The college's operational budget shall include a projection of income and expenditures for the fiscal year.~~
- (D) The President shall establish a process for preparing an annual operational budget for review and approval by the Board of Trustees.
- (E) An annual operational budget shall be approved by the Board of Trustees for the fiscal year before June thirtieth 30TH of the preceding fiscal year. If the Board of Trustees does not approve an operational budget for a fiscal year, it shall adopt an interim operational budget in order for funds to be expended for the operation of the eCollege.
- (F) The Board of Trustees shall review the operating budget at least once each fiscal year by January 31st to consider its amendment, and at other times during the fiscal year as necessary.
- (G) Expenditures of approved budget funds shall support and advance the eCollege's mission and shall be made in accordance with eCollege policyIES and eCollege procedures. Expenditures that support and advance the eCollege's mission may include beverages, meals, refreshments, and other amenities. No funds held by the eCollege shall be used to purchase alcohol unless purchased for resale by a eCollege auxiliary enterprise with a liquor permit OR AS NEEDED FOR ACADEMIC PROGRAMS WITHIN HOSPITALITY MANAGEMENT AND CULINARY ARTS.
- (H) The Board of Trustees may accept for administration, funds from another state or other agency or organization that are restricted for specific purposes.
- (I) The Board of Trustees shall have the authority to designate funds for specific purposes not provided for in the eCollege's annual operational budget.
- (J) The President shall MAY establish procedures to administer this policy.



Columbus State Community College Board Action Sheet

DATE: _____

SUBJECT

Revisions to Reports Policy 9-07.

BACKGROUND INFORMATION

Policy 9-07 was last updated in 1985. The proposed revision provides clarity and flexibility for periodic financial reporting to the Board of Trustees, which may continue to be monthly reporting but cannot be less than quarterly. This clarity considers periodic reporting that aligns to the budget approved for each fiscal year, which may be on a modified accrual basis, but recognizes that year-end financials are prepared on a basis required by accounting principles generally accepted in the United States of America as prescribed by the Governmental Accounting Standards Board (GASB).

RECOMMENDATION

That the Board of Trustees approve the proposed revisions to Policy 9-07, as presented, with an effective date of November 17, 2022.

COLUMBUS STATE COMMUNITY COLLEGE
POLICY AND PROCEDURES MANUAL

FINANCIAL REPORTS

Effective ~~October 15, 1985~~

Policy No. 9-07

Page 1 of 1

- (A) ~~Once each month,~~ The President shall provide each member of the Board of Trustees with a copy of the ~~institute's~~ COLLEGE'S financial statements IN A FREQUENCY DESIRED BY THE BOARD OF TRUSTEES, BUT NO LESS THAN QUARTERLY. These financial statements shall be presented ~~in~~ ON A BASIS COMPARABLE TO THE BUDGET APPROVED BY THE BOARD OF TRUSTEES FOR THE FISCAL YEAR OR OTHER MANNER AS REQUESTED BY THE BOARD OF TRUSTEES. ~~conformity with standards of reporting for colleges and universities as promulgated by the American Institute of Certified Public Accountants.~~
- (B) THE PRESIDENT MAY ESTABLISH PROCEDURE(S) TO ADMINISTER THIS POLICY.



Columbus State Community College Board Action Sheet

DATE: _____

SUBJECT

New Free Speech Policy 13-15.

BACKGROUND INFORMATION

The new Free Speech Policy is in response to Senate Bill (SB) 135, which requires each state institution of higher education to adopt a First Amendment policy that affirms very prescriptive principles that are deemed to be the public policy of Ohio. These principles are in addition to compliance with other state and federal laws regarding the regulation of free speech on public campuses. SB 135 also requires an anti-retaliation statement in the policy and a process by which a student, student group or employee may submit a complaint about an alleged violation by an employee of its First Amendment policy. This process will be implemented in a subsequent procedure.

RECOMMENDATION

That the Board of Trustees adopts new policy 13-15, as presented, with an effective date of November 17, 2022.

COLUMBUS STATE COMMUNITY COLLEGE
POLICY AND PROCEDURES MANUAL

FREE SPEECH
Policy No. 13-15
Page 1 of 3

Effective November XX, 2022

(A) PURPOSE

The College recognizes the constitutional right to free speech and the protections of campus free speech as set forth in the Ohio Revised Code. In furtherance of these recognitions, the College affirms the following principles:

1. Students have a fundamental constitutional right to free speech;
2. The College is committed to giving students broad latitude to speak, write, listen, challenge, learn and discuss any issue;
3. The College is committed to maintaining a campus as a marketplace of ideas for students and faculty in which the free exchange of ideas is not suppressed because the ideas put forth are thought by some or most members of the College community to be offensive, unwise, immoral, indecent, disagreeable, conservative, liberal, traditional, radical or wrong-headed;
4. It is for individual students and faculty to make judgements about ideas for themselves, and to act on those judgements by openly and vigorously contesting the ideas they oppose and not by seeking to suppress free speech;
5. It is not the proper role of the College to attempt to shield individuals from free speech, including ideas and opinions they find offensive, unwise, immoral, indecent, disagreeable, conservative, liberal, traditional, radical or wrong-headed;
6. Although the College greatly values civility and mutual respect, concerns about civility and respect must not be used by the College as a justification for closing off the discussion of ideas, however offensive, unwise, immoral, indecent, disagreeable, conservative, liberal, traditional, radical or wrong-headed those ideas may be to some students or faculty;
7. Although students and faculty are free to state their views about and contest the views expressed on campus, and to state their views about and contest speakers who are invited to express their views on campus, they may not substantially obstruct or otherwise substantially interfere with the freedom of others to express views they reject or even loathe. To that end, the College has a responsibility to promote lively and fearless freedom of debate and deliberation and protect that freedom.
8. The College is committed to providing an atmosphere that is most conducive to speculation, experimentation, and creation by students and faculty, who must

COLUMBUS STATE COMMUNITY COLLEGE
POLICY AND PROCEDURES MANUAL

FREE SPEECH
Policy No. 13-15
Page 1 of 3

Effective November XX, 2022

remain free to inquire, study, evaluate and gain new understanding; and

9. The primary responsibility of faculty is to engage an honest, courageous and persistent effort to search out and communicate the truth that lies in areas of their competence.

(B) EXCEPTIONS

Nothing in this policy prohibits the College from imposing measures that do not violate federal or state protections, including:

1. Constitutional time, place and manner restrictions;
2. Reasonable viewpoint-neutral restrictions in nonpublic forums;
3. Restrictions on the use of the College's property to protect the free speech rights of students and employees and preserve the use of property for the advancement of the College's mission;
4. Prohibitions or limitations on speech, expression or assemblies that are not protected under the U.S. or Ohio constitutions;
5. Content restrictions on speech that are reasonably related to legitimate pedagogical purpose, such as classroom rules enacted by faculty.

(C) COMPLAINT PROCESS

A student, student group or employee may submit a complaint against a College employee for an alleged violation of this policy.

(D) RETALIATION

Retaliation in any form against an individual who brings forth a good faith allegation of a violation of the College's Free Speech policy, participates in an investigation of an allegation of the College's Free Speech policy or supports someone involved in an allegation of the College's Free Speech policy is strictly prohibited by the College. Examples of retaliation include, but are not limited to, intimidation; threats or actual violence against the person, their family or property; adverse educational or employment consequences; ridicule; bullying; and ostracism or attempting any such actions. Retaliation also includes encouraging someone else to take such actions against an individual for reporting, participating or supporting someone involved in an allegation of a violation of the College's Free Speech policy.

COLUMBUS STATE COMMUNITY COLLEGE
POLICY AND PROCEDURES MANUAL

FREE SPEECH
Policy No. 13-15
Page 1 of 3

Effective November XX, 2022

Retaliation is a serious violation that can subject the offender to sanctions, and allegations of retaliation should be promptly reported to the Hearing Officer.

- (E) The President may establish procedures to administer this policy.



COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

DATE: _____

SUBJECT:

Financial Statements as of and for the Three Months Ended September 30, 2022.

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.

FOR INFORMATION ONLY

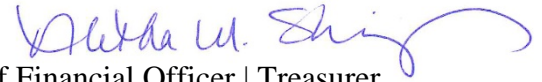
COLUMBUS STATE

COMMUNITY COLLEGE

October 25, 2022

TO: Dr. David T. Harrison, President

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



SUBJECT: Financial Statements as of September 30, 2022

Attached are the financial statements of the Columbus State Community College District and the Foundation for the period ended September 30, 2022.

1. General Fund (Exhibit B)

Revenues. For the month of September, YTD revenues reported for FY23 are 2.1% (\$698K) above last year with State Subsidy up 3.2% (\$611K), and Special Courses up 167.2% (\$332K). Year-to-date tuition revenue is down 2.8% (\$368K), which is the result of SU22 and AU22 enrollment landing down even though a 3.0% tuition increase became effective this fall.

Enrollment for AU22 was budgeted up 3.0% from last year but is estimated to land 1.7% down. There are positive signs that the College is beginning to recover from enrollment lost during the pandemic. New students are 12.1% up, in large part a result of the Columbus Promise Program, and College Credit Plus (CCP) enrollment is 15.2% up after being down last year. Both Columbus Promise and CCP are enrollment recovery strategies that are proving successful so far. The year-end projection shown on Exhibit B (Column G) assumes that the SP23 semester follows the same trend as this fall, but the positive areas of growth of new students and CCP could result in enrollment performing better overall this spring.

State Subsidy (State Share of Instruction or SSI) is budgeted 3.1% (\$2.4M) higher than what was received in FY22, based on ODHE's preliminary FY23 calculation for Columbus State. The year-end projection assumes what is budgeted for SSI and assumes that Special Courses will be \$180K above budget due to the Language Institute serving more students than anticipated.

Term	Budgeted Credit Hours	Actual Credit Hours*	Budget to		Prior Year FTEs	Current Year FTEs*	% Variance
			Increase/ Decrease	Actual			
Summer 2022**	37,546	32,282	-14.0%	5,150	4,679	-9.2%	
Autumn 2022	201,316	192,792	-4.2%	13,080	12,853	-1.7%	
Spring 2023	180,834						
Summer 2023**	45,407						

* Summer 2022 credit hours and FTEs are Census Day numbers provided by the Office of Institutional Effectiveness (IE). Autumn 2022 credit hours and FTEs are estimates by the Resource Planning & Analysis (RPA) Office based on current trends.

** Summer semester 2022 straddles both FY22 and FY23, with 46% of the revenue attributed to FY23. Likewise, Summer semester 2023 straddles both FY23 and FY24, with 54% of the revenue attributed to FY23.

Expenses and Transfers. Through the month of September, expenditures are 1.3% (\$507K) higher than the same period last year. Higher spending patterns are emerging in FY23 as the College continues to shift back to in-person operations. The year-end projection provided on Exhibit B (Column G) assumes significant underspending due primarily to one-time vacancy savings that are mostly the result of continued hiring challenges.

COVID-19 Federal Support. The College has been awarded a number of federal grants to address needs related to the pandemic since FY20. Only three grants remain for FY23: HEERF (Institutional), HEERF (Student), and Title III. All are expected to expire at the end of FY23 and the College is on pace to use all of the remaining funds.

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

Bookstore revenues are up \$144K, or 4.2%, compared to the same period last year. Textbook sales are nearly flat and General Merchandise is up \$89K. Investment income is down \$105K. Overall, Auxiliary expenses are down 5%, about \$20K, primarily due to a decrease in Bookstore expenses while Food Services and Auxiliary Administration expenses combined to increase by just \$2,276. Food Service revenues are up \$21K to last year while there was no Other revenue to date for FY23 due to parking not being charged for Autumn semester.

3. **Foundation** (Exhibits F and G)

Total Foundation revenues are down \$216K, primarily due to investment losses totaling nearly \$747K. Revenue for Taste the Future is up 43% or \$32K. Unrestricted expenses are up 23.7% compared to last year, mainly due to community outreach, fundraising, and staff expenses.

4. **Investments**

The College's portfolio is invested consistently with its investment policy, with 27.07% currently invested in STAR Ohio and other money markets, and the balance in various federal agencies, municipal bonds, and treasury notes. Several investment funds were created in FY21 to maximize earnings on the proceeds from the \$150M of bonds issued in October 2020 and proceeds from Franklin County tax collections for debt service for the College's first ever voted bond issue. Of the \$1.706M net loss in interest income reported on Exhibit B, \$2.107M is unrealized loss while \$401K is realized income and includes earnings generated from bond proceeds.

**COLUMBUS STATE COMMUNITY COLLEGE
BALANCE SHEET AT SEPTEMBER 30, 2022
With Comparative Figures at September 30, 2021**

EXHIBIT A

<u>Assets</u>	<u>September 30, 2022</u>	<u>September 30, 2021</u>		<u>Liabilities and Fund Balance</u>	<u>September 30, 2022</u>	<u>September 30, 2021</u>	
Current Funds			(1)	Current Funds			(1)
Unrestricted			(2)	Unrestricted			(2)
Educational and general			(3)	Educational and general			(3)
Cash	\$ 7,621,598	\$ 6,159,104	(4)	Accounts payable	\$ 11,234,812	\$ 14,182,174	(4)
Investments (including money markets at cost and treasury bills and agency discount notes at market - (note 1)	135,323,334	135,329,698	(5) (6) (7)	Deferred income			(5)
Accounts receivable, net of allowance for doubtful accounts	9,754,500	11,868,336	(8) (9)	Student tuition	24,840,216	24,935,835	(6)
Interest receivable	-	-	(10)	Lab fees and credit bank	337,252	172,591	(7)
Prepaid expense	1,218,606	795,917	(11)	State CARES funds	-	-	(8)
Inventory	41,548	26,700	(12)	Due to auxiliary funds	-	-	(9)
Due from agency funds	-	-	(13)	Due to plant funds	9,288,725	5,049,065	(10)
Due from auxiliary funds	719,464	553,909	(14)	Due to agency funds	2,287,170	1,078,199	(11)
			(15)	Fund balances (Exhibit C):			(12)
Total educational & general	<u>\$ 154,679,049</u>	<u>\$ 154,733,664</u>	(16)	Allocated	74,448,497	65,316,211	(13)
				Unallocated	<u>32,242,376</u>	<u>43,999,589</u>	(14)
				Total fund balances	<u>106,690,874</u>	<u>109,315,800</u>	(15)
				Total educational & general	<u>\$ 154,679,049</u>	<u>\$ 154,733,664</u>	(16)
Auxiliary enterprise				Auxiliary enterprise			
Cash	\$ 2,828,740	\$ 1,432,584	(17)	Accounts payable	\$ 1,293,143	\$ 1,054,477	(17)
Investments	10,742,519	11,183,776	(18)	Due to educational & general fund	719,464	553,909	(18)
Accounts receivable	2,416,749	3,475,525	(19)	Due to Plant Fund	274,038	274,038	(19)
Inventories, at cost as defined (note 2)	1,324,365	1,405,928	(20)	Fund balances (Exhibit D):			(20)
Other Assets	70,178	70,178	(21)	Allocated	452,484	470,367	(21)
Due from general fund	-	-	(22)	Unallocated	<u>14,743,222</u>	<u>15,315,000</u>	(22)
Due from grant funds	99,800	99,800	(23)	Total fund balances	<u>15,195,705</u>	<u>15,785,367</u>	(23)
Total auxiliary enterprise	<u>17,482,350</u>	<u>17,667,791</u>	(24)	Total auxiliary enterprise	<u>17,482,350</u>	<u>17,667,791</u>	(24)
Total unrestricted	<u>\$ 172,161,399</u>	<u>\$ 172,401,455</u>	(25)	Total unrestricted	<u>\$ 172,161,399</u>	<u>\$ 172,401,455</u>	(25)
				Total current funds	<u>\$ 172,161,399</u>	<u>\$ 172,401,455</u>	(26)
Total current funds	<u>\$ 172,161,399</u>	<u>\$ 172,401,455</u>	(26)				
	[A]	[B]			[C]	[D]	

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

(Continued)

**COLUMBUS STATE COMMUNITY COLLEGE
BALANCE SHEET AT SEPTEMBER 30, 2022
With Comparative Figures at September 30, 2021**

**EXHIBIT A
(Continued)**

<u>Assets</u>	<u>September 30, 2022</u>	<u>September 30, 2021</u>	<u>Liabilities and Fund Balance</u>	<u>September 30, 2022</u>	<u>September 30, 2021</u>
Plant funds					
Unexpended			(1) Plant funds		
State appropriations receivable	\$ -	\$ -	(2) Unexpended		
Capital Improvement Fund	1,554,294	1,541,886	(3) Fund balances		
Total unexpended	<u>1,554,294</u>	<u>1,541,886</u>	(4) Restricted	\$ 1,554,294	\$ 1,541,886
			(5) Total unexpended	<u>1,554,294</u>	<u>1,541,886</u>
Cash from Bond Proceeds	392,042	1,252,322	(6)		
Investments	164,965,253	173,296,653	(7)		
Deposit with trustees/Bond Retirement Fund	1,749,957	2,803,790	(8) Investment in plant:		
Due from general fund	9,288,725	5,049,065	(9)		
Due from Auxiliary	274,038	3,882,586	(10) Interest payable	-	-
Due from Grants	3,608,548	-	(11) Capital lease payable	-	195,290
Land	28,375,580	28,375,580	(12) Accounts payable	62,717	264,371
Improvements other than buildings	16,409,050	16,219,770	(13) Bonds payable	160,346,679	176,075,170
Buildings	217,561,486	216,259,993	(14) Leased Liabilities	4,895,865	-
Movable equipment, furniture and library books	64,141,196	59,378,502	(15) Due from Grant Funds	195,170	195,170
Construction-in-progress	7,088,469	5,640,055	(16) Net investment in plant	198,601,061	190,135,203
Leased Assets	5,575,626	-	(17)		
Other Assets	167,539	28,802	(18)		
Less: accumulated depreciation	(155,496,018)	(145,321,914)	(19)		
Total investment in plant	<u>364,101,492</u>	<u>366,865,204</u>	(20)	<u>364,101,492</u>	<u>366,865,204</u>
Total plant funds	<u>\$ 365,655,787</u>	<u>\$ 368,407,090</u>	(21) Total investment in plant	<u>364,101,492</u>	<u>366,865,204</u>
	[A]	[B]	(22) Total plant funds	<u>\$ 365,655,787</u>	<u>\$ 368,407,090</u>
Agency funds			(23) Agency funds		
Cash	\$ -	\$ -	(24) Deposits held in custody for others	\$ 2,287,170	\$ 1,078,199
Due from agencies	-	-	(25) Due to educational and general fund	-	-
Due from general fund	2,287,170	1,078,199	(26)		
Total agency funds	<u>\$ 2,287,170</u>	<u>\$ 1,078,199</u>	(27) Total agency funds	<u>\$ 2,287,170</u>	<u>\$ 1,078,199</u>
	[A]	[B]		[C]	[D]

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

**COLUMBUS STATE COMMUNITY COLLEGE
OPERATIONAL BUDGET COMPARISON
FOR THE THREE MONTHS ENDED SEPTEMBER 30, 2022
With Comparative Figures at September 30, 2021**

EXHIBIT B

	FY 23			FY 22			FY 23 Projected Year End		FY 22 Projected Year End		
	Budget as approved June 2022	Expended to Date (Actual & Encumbrances)	% of Budget Expended to Date	Budget as approved June 2021	Expended to Date (Actual & Encumbrances)	% of Budget Expended to Date	FY 23 Projected Year End	Projected % of Budget	FY 22 Projected Year End	% of Budget	
Revenues											
Appropriations											
Subsidy	\$ 77,993,990	\$ 19,498,498	25.00%	\$ 76,021,245	\$ 18,887,647	24.85%	\$ 77,993,990	100.00%	\$ 75,629,791	99.49%	(1)
Student Support Services	-	-	-	-	-	-	-	-	-	-	(2)
	<u>77,993,990</u>	<u>19,498,498</u>	<u>25.00%</u>	<u>76,021,245</u>	<u>18,887,647</u>	<u>24.85%</u>	<u>77,993,990</u>	<u>100.00%</u>	<u>75,629,791</u>	<u>99.49%</u>	(3)
Student											
Tuition	76,744,604	12,678,644	16.52%	82,370,801	13,046,971	15.84%	71,513,163	93.18%	71,306,632	86.57%	(4)
Fees	3,102,150	1,163,698	37.51%	3,381,799	1,201,389	35.53%	3,102,150	100.00%	2,880,302	85.17%	(5)
Special Courses	1,181,849	530,523	44.89%	1,200,030	198,590	16.55%	1,361,849	115.23%	1,073,273	89.44%	(6)
	<u>81,028,603</u>	<u>14,372,865</u>	<u>17.74%</u>	<u>86,952,630</u>	<u>14,446,950</u>	<u>16.61%</u>	<u>75,977,162</u>	<u>93.77%</u>	<u>75,260,206</u>	<u>86.55%</u>	(7)
Contracted Services											
Net	988,640	114,149	11.55%	640,584	47,551	7.42%	988,640	100.00%	817,978	127.69%	(8)
	<u>988,640</u>	<u>114,149</u>	<u>11.55%</u>	<u>640,584</u>	<u>47,551</u>	<u>7.42%</u>	<u>988,640</u>	<u>100.00%</u>	<u>817,978</u>	<u>127.69%</u>	(9)
Other											
Partnership Revenue	90,813	8,891	9.79%	41,125	3,225	7.84%	90,813	100.00%	91,383	222.21%	(10)
Miscellaneous	984,364	197,191	20.03%	1,010,625	108,149	10.70%	880,757	89.47%	855,429	84.64%	(11)
Mitchell Hall Transfer In	-	-	-	-	-	-	-	-	-	-	(12)
Transfer In for Debt Service	1,009,987	-	-	831,107	-	-	1,009,987	100.00%	831,107	100.00%	(13)
Lost Revenue	-	-	-	-	-	-	-	-	-	-	(14)
	<u>2,085,164</u>	<u>206,082</u>	<u>9.88%</u>	<u>1,882,857</u>	<u>111,374</u>	<u>5.92%</u>	<u>1,981,557</u>	<u>95.03%</u>	<u>1,777,919</u>	<u>94.43%</u>	(15)
Total Revenues	<u>162,096,397</u>	<u>34,191,595</u>	<u>21.09%</u>	<u>165,497,316</u>	<u>33,493,522</u>	<u>20.24%</u>	<u>156,941,349</u>	<u>96.82%</u>	<u>153,485,894</u>	<u>92.74%</u>	(16)
Operating Expenditures											
Educational & General (Instructional)	83,879,317	18,660,947	22.25%	86,069,585	19,496,592	22.65%	81,475,651	97.13%	80,546,878	93.58%	(17)
Library	1,823,111	396,163	21.73%	1,816,490	379,897	20.91%	1,550,978	85.07%	1,605,821	88.40%	(18)
General	14,450,877	3,511,565	24.30%	14,189,335	3,072,416	21.65%	13,909,284	96.25%	11,378,441	80.19%	(19)
Information Technology	13,591,605	4,897,467	36.03%	13,638,508	4,650,720	34.10%	13,716,559	100.92%	13,115,778	96.17%	(20)
Student Services	19,238,144	4,134,111	21.49%	16,730,303	3,569,170	21.33%	17,990,227	93.51%	15,470,306	92.47%	(21)
Operation and maintenance of plant	15,658,944	3,643,174	23.27%	16,158,946	3,552,247	21.98%	14,947,190	95.45%	14,751,510	91.29%	(22)
Administration	13,970,315	2,744,137	19.64%	12,876,624	2,753,539	21.38%	12,360,738	88.48%	9,265,389	71.96%	(23)
Transfer for debt service	2,174,801	543,700	25.00%	2,197,525	549,381	25.00%	2,174,801	100.00%	2,197,525	100.00%	(24)
CARES Act Offset	-	-	-	-	-	-	-	0.00%	(711,375)	-	(25)
Total Expenditures	<u>164,787,114</u>	<u>38,531,266</u>	<u>23.38%</u>	<u>163,677,316</u>	<u>38,023,962</u>	<u>23.23%</u>	<u>158,125,428</u>	<u>95.96%</u>	<u>147,620,273</u>	<u>90.19%</u>	(26)
Non-operating & Encumbered											
Transfer for Capital Equipment	500,000	See Exhibit C	-	500,000	See Exhibit C	-	500,000	N/A	500,000	N/A	(27)
Transfer for Capital Improvements	1,100,000	-	-	500,000	-	-	1,100,000	N/A	500,000	N/A	(28)
Transfer for Student Success & Innovation	-	-	-	-	-	-	-	N/A	-	N/A	(29)
Transfer for Scholarships	-	-	-	-	-	-	-	N/A	-	N/A	(30)
Transfer for Technology Initiatives	820,000	-	-	820,000	-	-	820,000	N/A	820,000	N/A	(31)
Transfer for Mitchell Hall Start Up Costs	-	-	-	-	-	-	-	N/A	-	N/A	(32)
Transfer for One Time Compensation	-	-	-	-	-	-	-	N/A	-	N/A	(33)
COVID-19	-	-	-	-	-	-	-	N/A	-	N/A	(34)
Total expenditures and transfers	<u>167,207,114</u>	<u>38,531,266</u>	<u>23.04%</u>	<u>165,497,316</u>	<u>38,023,962</u>	<u>22.98%</u>	<u>160,545,428</u>	<u>96.02%</u>	<u>149,440,273</u>	<u>90.30%</u>	(35)
Operational Revenues	<u>(5,110,717)</u>	<u>(4,339,671)</u>	<u>N/A</u>	<u>-</u>	<u>(4,530,440)</u>	<u>N/A</u>	<u>(3,604,079)</u>	<u>N/A</u>	<u>4,045,622</u>	<u>N/A</u>	(36)
Interest Income											
Net Operating Revenues	\$ <u>(5,110,717)</u>	\$ <u>(1,706,243)</u>	<u>-</u>	\$ <u>-</u>	\$ <u>(22,084)</u>	<u>-</u>	\$ <u>(1,706,243)</u>	<u>-</u>	\$ <u>(4,287,776)</u>	<u>-</u>	(36)
											(37)
Reserve expenditures from Exhibit C											
Net Revenues/(Expenditures)	\$ <u>(5,110,717)</u>	\$ <u>5,748,926</u>	<u>-</u>	\$ <u>-</u>	\$ <u>499,289</u>	<u>-</u>	\$ <u>5,748,926</u>	<u>*</u>	\$ <u>6,250,055</u>	<u>-</u>	(38)
											(39)
	[A]	[B]	[C]	[D]	[E]	[F]	[G]	[H]	[I]	[J]	

*As it is very early in the fiscal year, the amount in [G](38) contains only the actuals expended year to date. Estimated year-end entries for State capital appropriations, capitalization of assets, depreciation expense and other required year-end audit accruals and adjustments will be included in the September financial statements.

**COLUMBUS STATE COMMUNITY COLLEGE
STATEMENT OF CHANGES IN FUND BALANCES OF CURRENT
EDUCATIONAL AND GENERAL FUNDS
FOR THE THREE MONTHS ENDED SEPTEMBER 30, 2022**

EXHIBIT C

	Preliminary Balance at June 30, 2022	Net Increase for Current Period	Board Approved Additions	Transfers	Expenditures	Balance at September 30, 2022	
Unrestricted							
Allocated							
Capital Improvements & Land Acquisition	\$ 10,792,694	\$ -	\$ 1,100,000	\$ -	\$ (3,780)	\$ 11,888,914	(1)
Bookstore/DX Modifications	263,490	-	-	-	-	263,490	(2)
Student Support Services	199,785	-	-	-	-	199,785	(3)
Creative Campus	77,491	-	-	-	-	77,491	(4)
Advancement	858,828	-	-	-	(41,553)	817,276	(5)
Fire Science	318,660	-	-	-	-	318,660	(6)
Mitchell Hall Start-Up Costs	1,128,481	-	-	-	-	1,128,481	(7)
COVID-19	256,713	-	-	-	(3,661)	253,052	(8)
Capital Equipment	5,832,201	-	500,000	-	(61,044)	6,271,156	(9)
Budget/Tuition Stabilization	20,756,987	-	-	-	-	20,756,987	(10)
Accumulated Lab Fees	1,750,571	-	-	-	(21,736)	1,728,835	(11)
Broadbanding	103,337	-	-	-	-	103,337	(12)
Scholarships	1,263,508	-	-	-	(232,676)	1,030,832	(13)
Student Success and Innovation	15,388,989	-	-	-	(165,696)	15,223,293	(14)
Strategic Growth Initiatives	689,107	-	-	-	-	689,107	(15)
Technology Initiatives	1,818,380	-	820,000	-	(897,529)	1,740,850	(16)
Human Capacity Development/Wellness	311,266	-	-	-	-	311,266	(17)
Campus Safety Initiatives	176,134	-	-	-	-	176,134	(18)
Energy Efficiency/Sustainability Initiatives	1,570,416	-	-	-	-	1,570,416	(19)
Health Care Self-Insurance Escrow	1,241,018	-	-	-	-	1,241,018	(20)
Health Care HSA Incentive	86,636	-	-	-	-	86,636	(21)
Self-Insured Workers Compensation Benefits	152,500	-	-	-	-	152,500	(22)
One-Time Compensation	594,031	-	-	-	(58,927)	535,104	(23)
Partnerships for Student Success	20,529	-	-	-	-	20,529	(24)
Recovery Reserve	12,125,672	-	-	-	(4,262,325)	7,863,347	(25)
	<u>77,777,423</u>	<u>-</u>	<u>2,420,000</u>	<u>-</u>	<u>(5,748,926)</u>	<u>74,448,497</u>	<u>(26)</u>
Unallocated	40,708,290	(11,794,840)	(2,420,000)	-	5,748,926	32,242,376	(27)
Total General Fund	\$ <u>118,485,713</u>	\$ <u>(11,794,840)</u>	\$ <u>-</u>	\$ <u>-</u>	\$ <u>-</u>	\$ <u>106,690,874</u>	<u>(28)</u>
	[A]	[B]	[C]	[D]	[E]	[F]	

**COLUMBUS STATE COMMUNITY COLLEGE
OPERATIONAL BUDGET COMPARISON FOR AUXILIARY SERVICES
FOR THE THREE MONTHS ENDED SEPTEMBER 30, 2022
With Comparative Figures at September 30, 2021**

EXHIBIT D

	FY 23			FY 22			FY 23 Projected Year End		FY 22 Projected Year End		
	Budget as approved June 2022	Actual to Date	% of Budget Expended to Date	Budget as approved June 2021	Actual to Date	% of Budget Expended to Date	FY 23 Projected Year End	Projected % of Budget	FY 22 Projected Year End	% of Budget	
Auxiliary											
Sales/Revenues											
Bookstore	\$ 7,338,455	\$ 3,601,702	49.08%	\$ 8,288,587	\$ 3,457,494	41.71%	\$ 7,338,455	100.00%	\$ 7,307,144	88.16%	(1)
Food Services	170,000	99,493	58.53%	144,500	78,310	54.19%	170,000	100.00%	125,287	86.70%	(2)
Other	250,000	-	0.00%	180,634	98,910	-	250,000	100.00%	197,984	-	(3)
Total Revenues	7,758,455	3,701,195	47.71%	8,613,721	3,634,714	42.20%	7,758,455	100.00%	7,630,415	88.58%	(4)
Cost of Goods Sold											
Bookstore	\$6,076,637	2,924,792	48.13%	6,827,880	2,748,351	40.25%	6,076,637	100.00%	6,192,849	90.70%	(5)
Food Service	-	-	-	-	-	-	-	-	56	-	(6)
Gross Margin	1,681,818	776,403	46.16%	1,785,841	886,363	49.63%	1,681,818	100.00%	1,437,510	80.49%	(7)
Operating Expenses											
Bookstore	1,314,526	303,397	23.08%	1,367,371	327,243	23.93%	1,314,526	100.00%	1,156,749	84.60%	(8)
Food Services	86,444	20,027	23.17%	84,884	19,637	23.13%	86,444	100.00%	80,370	94.68%	(9)
Other	275,000	2,065	-	64,674	-	-	275,000	100.00%	-	-	(10)
Auxiliary Administration	169,606	42,604	25.12%	151,805	40,718	26.82%	169,606	100.00%	166,932	109.96%	(11)
Total Expenses	1,845,576	368,093	19.94%	1,668,734	387,598	23.23%	1,845,576	100.00%	1,404,051	84.14%	(12)
Auxiliary Net Operating Income/(Loss)	(163,758)	408,310	-249.34%	117,107	498,765	425.91%	(163,758)	100.00%	33,459	28.57%	(13)
Net Income/(Loss)											
Bookstore	(52,708)	373,514	-708.65%	93,336	381,900	409.17%	(52,708)	100.00%	(42,454)	-45.49%	(14)
Food Services	83,556	79,466	95.11%	59,616	58,673	98.42%	83,556	100.00%	44,861	75.25%	(15)
Other	(25,000)	(2,065)	8.26%	115,960	98,910	-	(25,000)	100.00%	197,984	-	(16)
Auxiliary Administration	(169,606)	(42,604)	25.12%	(151,805)	(40,718)	26.82%	(169,606)	100.00%	(166,932)	109.96%	(17)
CARES Offset/Transfer-In from Recovery Reserve	163,758	-	-	-	-	-	163,758	-	-	-	(18)
Net Auxiliary Income/(Loss)	\$ -	\$ 408,310	0.00%	\$ 117,107	\$ 498,765	0%	\$ -	0.00%	\$ 33,459	0.00%	(19)
Reserve Expenditures											
Non-operating Revenues/Expenditures	(30,000)	-	-	(40,000)	-	-	(30,000)	-	-	-	(20)
College Credit Plus	-	-	-	-	-	-	-	-	-	-	(21)
College Strategic Priorities	(100,000)	(24,732)	-	(100,000)	(9,000)	-	(10,000)	-	(38,994)	-	(22)
Food Services/Renovations	-	-	-	-	-	-	-	-	-	-	(23)
Transfer for Debt Service	(347,216)	(86,804)	-	(339,367)	(84,842)	-	(347,216)	-	(339,368)	-	(24)

**COLUMBUS STATE COMMUNITY COLLEGE
CASH FLOW FORECAST
AS OF SEPTEMBER 30, 2022**

EXHIBIT E

	Actual April 2022	Actual May 2022	Actual June 2022	Actual July 2022	Actual August 2022	Actual September 2022	
Beginning Cash	\$ 15,258,439	4,974,383	12,538,319	6,719,233	7,959,740	5,448,168	(1)
Cash Receipts	111,209	15,080,891	9,670,507	9,743,881	22,247,392	8,298,091	(2)
Cash Disbursements	(14,570,138)	(15,613,396)	(17,739,786)	(18,882,202)	(17,710,226)	(15,146,552)	(3)
Financial Aid	174,873	3,096,441	4,250,193	(621,172)	12,951,263	5,182,192	(4)
Outflow for investments	(3,000,000)	-	(7,000,000)	-	(20,000,000)	(3,000,000)	(5)
Inflow from investments	7,000,000	5,000,000	5,000,000	11,000,000	-	6,000,000	(6)
Ending Cash	<u>\$ 4,974,383</u>	<u>12,538,319</u>	<u>6,719,233</u>	<u>7,959,740</u>	<u>5,448,168</u>	<u>6,781,899</u>	(7)

	Forecasted October 2022	Forecasted November 2022	Forecasted December 2022	Forecasted January 2023	Forecasted February 2023	Forecasted March 2023	
Beginning Cash	\$ 6,781,899	5,418,829	5,443,168	5,145,097	5,422,026	5,558,955	(8)
Cash Receipts	10,560,000	8,150,000	9,940,000	17,725,000	8,610,000	10,580,000	(9)
Cash Disbursements	(14,248,070)	(13,120,661)	(14,248,071)	(13,148,071)	(14,548,071)	(13,348,071)	(10)
Financial Aid	325,000	(5,000)	10,000	12,700,000	(1,925,000)	25,000	(11)
Outflow for investments	(5,000,000)	-	-	(17,000,000)	-	-	(12)
Inflow from investments	7,000,000	5,000,000	4,000,000	-	8,000,000	3,000,000	(13)
Ending Cash	<u>\$ 5,418,829</u>	<u>5,443,168</u>	<u>5,145,097</u>	<u>5,422,026</u>	<u>5,558,955</u>	<u>5,815,884</u>	(14)

COLUMBUS STATE COMMUNITY COLLEGE DEVELOPMENT FOUNDATION
BALANCE SHEET AT SEPTEMBER 30, 2022
With Comparative Figures at September 30, 2021

<u>Assets</u>	<u>September 30,</u> <u>2022</u>	<u>September 30,</u> <u>2021</u>	
Cash	\$ 5,289,602	\$ 4,118,419	(1)
Investments at market value (see note)	14,795,587	16,988,392	(2)
Pledges Receivable - Mitchell Hall	2,710,964	2,328,515	(3)
Pledges Receivable - Other	4,841,956	4,470,298	(4)
Accounts Receivable	-	-	(5)
Other Assets	377,123	377,123	(6)
Total Assets	<u>\$ 28,015,232</u>	<u>\$ 28,282,747</u>	(7)
<u>Liabilities</u>			
Due to general fund	\$ 226,109	\$ 14,307	(8)
Pledge Payable	-	-	(9)
Trade Payables	1,879,574	1,010,039	(10)
Total Liabilities	<u>2,105,683</u>	<u>1,024,346</u>	(11)
<u>Fund balance</u>			
Permanently Restricted	6,679,310	5,465,422	(12)
Temporarily Restricted	14,722,766	16,942,338	(13)
Unrestricted			
Allocated	86,634	86,634	(14)
Unallocated	4,420,839	4,764,007	(15)
Total fund balance	<u>25,909,549</u>	<u>27,258,401</u>	(16)
Total Liabilities and fund balance	<u>\$ 28,015,232</u> [A]	<u>\$ 28,282,747</u> [B]	(17)

Note: Investments

Investments are valued at market, which is generally determined by use of published market quotations. Realized gains and losses from sale or redemption of investments are based upon the cost of the specific investment sold or redeemed. Purchases and sales of investments are reflected on a trade-date basis. A summary of investments is as follows:

	<u>Cost</u>	<u>Market</u>	<u>Percent of</u> <u>Portfolio</u>
Cash & Equivalents	\$ 1,442,492	1,442,492	9.75%
Equities	4,912,942	4,820,119	32.58%
Fixed Income	9,210,901	8,287,404	56.01%
Mutual Funds	<u>255,023</u>	<u>245,572</u>	<u>1.66%</u>
Total Investments	<u>\$ 15,821,358</u>	<u>\$ 14,795,587</u>	<u>100.00%</u>

EXHIBIT G

**COLUMBUS STATE COMMUNITY COLLEGE DEVELOPMENT FOUNDATION
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE
FOR THE THREE MONTHS ENDED SEPTEMBER 30, 2022
With Comparative Figures at September 30, 2021**

	September 30,					September 30,	
	Unrestricted Allocated	Unrestricted Unallocated	Temporarily Restricted	Permanently Restricted	Total All Funds	Total All Funds	
Revenue							
Contributions							
Scholarships and Programs	\$ -	\$ 21,828	\$ 73,072	\$ 534,400	\$ 629,300	\$ 340,410	(1)
Taste the Future	-	104,207	-	-	104,207	72,621	(2)
Contributions for Columbus State	-	-	181,347	-	181,347	5,045	(3)
Mitchell Hall	-	-	25,285	-	25,285	74,908	(4)
Creative Campus	-	-	-	-	-	-	(5)
Administration Fee Income	-	-	-	-	-	-	(6)
Rental Income	-	-	-	-	-	-	(7)
Interest Income	-	9,300	1,398	-	10,698	6,762	(8)
Investment Income							
Realized	-	(365)	(7,974)	-	(8,339)	285,270	(9)
Unrealized	-	(134,730)	(603,831)	-	(738,561)	(364,833)	(10)
Investment income-subtotal	-	(135,095)	(611,805)	-	(746,900)	(79,563)	(11)
Total revenues	-	240	(330,703)	534,400	203,937	420,183	(12)
Expenditures							
Scholarships and Programs	-	-	841,814	-	841,814	103,576	(13)
Contributions to Columbus State	-	-	72,834	40,440	113,274	45	(14)
Corporate Gift	-	-	135,000	-	135,000	280,000	(15)
Creative Campus	-	-	-	-	-	-	(16)
Mitchell Hall	-	-	-	-	-	-	(17)
Administrative Fee Expense	-	-	-	-	-	-	(18)
Management and general	-	120,352	1,469	-	121,821	107,054	(20)
Total expenditures	-	120,352	1,051,117	40,440	1,211,909	490,675	(21)
Excess (deficit) of revenues over expenditures	-	(120,112)	(1,381,820)	493,960	(1,007,972)	(70,492)	(22)
Transfers	-	-	-	-	-	-	(23)
Other Board Distributions	-	-	-	-	-	-	(24)
Fund balance at beginning of period	86,634	4,540,951	16,104,586	6,185,350	26,917,521	27,328,893	(25)
Fund balance at end of period	\$ 86,634	\$ 4,420,839	\$ 14,722,766	\$ 6,679,310	\$ 25,909,549	\$ 27,258,401	(26)
	[A]	[B]	[C]	[D]	[E]	[F]	

**COLUMBUS STATE COMMUNITY COLLEGE
NOTES TO FINANCIAL STATEMENTS
AS OF SEPTEMBER 30, 2022**

1) **Investments**

<u>Investment Fund</u>	<u>Cost</u>	<u>Market Value</u>	<u>Yield to Maturity*</u>	<u>Average Maturity (days)</u>
STAR Ohio/Operating	\$ 26,904,958	\$ 26,904,958	2.54%	1
STAR Ohio/Plant	1,554,294	1,554,294	2.54%	1
STAR Ohio/Auxiliary	2,751,204	2,751,204	2.54%	1
STAR 2020A Bonds	4,424,976	4,424,976	2.54%	1
STAR 2020B Bonds	1,076,850	1,076,850	2.54%	1
CSCC Operating Fund	115,270,031	108,418,376	1.40%	792
Auxiliary Services	8,494,649	7,991,315	1.48%	785
2020A Bond Proceeds	20,653,895	20,636,273	2.54%	139
2020B Bond Proceeds	59,250,937	55,230,892	0.65%	668
2020B Bond Proceeds PNC	59,807,910	55,342,365	4.18%	642
County Proceeds	18,930,791	18,994,717	2.63%	95
Plant Fund	9,877,107	9,259,180	1.25%	777
	<u>\$ 328,997,603</u>	<u>\$ 312,585,400</u>		

* Weighted

<u>Portfolio Composition</u>	<u>Type</u>	<u>% of Total</u>
	STAR Ohio	11.74%
	Agencies	12.02% *
	Municipal Bonds	22.25%
	Corporate Issues	19.38%
	Treasury Notes	19.28%
	Stocks	0.00%
	Cash & Equivalents	15.32%
		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. A complete physical inventory is taken annually and adjustments, if any, are recorded.

A weighted average cost is used for inventory for the Retail Operations in Mitchell Hall. Inventory is taken monthly 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 \$1,285,000 with interest rates of 1.65% to 5%, the final installment being due in 2041. Approximately \$21.7M are general receipts bonds 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 Development Foundation from funds raised through a capital campaign. The balance of the bonds, nearly \$139M, are voted general obligation debt. Debt service for this debt is paid from collections of ad valorem taxes in Franklin County, Ohio.

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 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>
Melissa Arias	Material Handler II	Mail/Shipping Receiving	10/17/2022	\$34,320
Bettina Batts	Advisor	Student Central	09/16/2022	\$47,341
Jeremy Benis	Material Handler II	Mail/Shipping Receiving	09/01/2022	\$31,200
Cassidy Bruns	Manager of Marketing & Communications	Marketing & Communication Ops	10/17/2022	\$64,000
James Cable	Advisor	Student Central	09/16/2022	\$47,341
Juan Chamocho	Maintenance Technician	Maintenance	10/03/2022	\$42,328
Crystal Clark	Assistant Dean	Academic Affairs	09/01/2022	\$131,675
Susan Downing	Systems Analyst	Enterprise App Support	09/01/2022	\$60,575
Reese Flowers	Executive Chef	Hospitality Management	09/30/2022	\$77,500
Kimberly Foley	Administrative Assistant	Office of the Executive Vice President	10/03/2022	\$51,002
Gregory Goodhart	Assistant Dean	Academic Affairs	09/01/2022	\$134,554
Elizabeth Hart	Specialist	Partnership & Programs	09/01/2022	\$36,442
Blaine Jenkins	Police Officer	Police Department	10/03/2022	\$57,990
Lilia Jimenez	Police Officer	Police Department	10/03/2022	\$57,990
Julio Moreno	Assistant Director	Institutional Effectiveness	09/01/2022	\$85,756
Bronwyn Mroczkowski	Office Associate	English	09/16/2022	\$34,320
Justin Mulinex	Specialist	Design, Construction & Trades	10/03/2022	\$36,442
Joel O'Donnell	Food & Beverage Purchasing Coordinator	Hospitality Management	09/12/2022	\$57,000
Jess Reedy	Specialist	Partnership & Programs	09/16/2022	\$36,442

Rachael Sanders	Director	Academic Affairs	10/03/2022	\$75,000
Summer Slusher	Event Coordinator	Business Services	09/01/2022	\$53,206
Mikelle Smith	Specialist	Bookstore	10/10/2022	\$36,442
Brandon Sopraseuth	Groundskeeper I	Grounds	09/01/2022	\$35,880
Martine Stephens	Assistant Director	Retention Support Specialist	10/03/2022	\$67,000
Robby Stephens	Executive Coordinator	Office of the President	10/03/2022	\$65,000
Carly Szenborn	Talent Acquisition Partner	Recruitment & Selection	09/26/2022	\$60,000
Robert White	System Administrator II	Enterprise Computing	09/16/2022	\$61,780
Jacqueline Yakubowski	Project Manager	Business & College Services	09/05/2022	\$85,000

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>
Justine Bunnell	Specialist	Student Life	09/02/2022
De'Sha Baez	Specialist	Trio & Special Projects	09/30/2022
Robb Coventry	Director II	Facilities Planning, Design & Construction	09/10/2022
Joseph Gaines	Assistant Director	Network Engineering Operations	10/31/2022
Evan Jablonka	Assistant Director	Bookstore	09/09/2022
Tehani-Li Mesa-Morales	Talent Acquisition Partner	Recruitment & Selection	10/03/2022
Molly Sidelinger	Business Partner	Labor & Employee Relations	09/15/2022
Michelle Spencer	Office Associate	English	09/06/2022
Fauna Stout	Professor	Allied Health	09/30/2022
Shannon Rondo	Account Clerk	Purchasing & Accounts Payable	09/29/2022
Telly Williams	Technician	IT Support Center	10/14/2022
Elsa Woldeyesus	Accountant	Office of the Controller	09/29/2022