

**COLUMBUS STATE**  

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**COMMUNITY COLLEGE**

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**BOARD OF TRUSTEES**  
**MEETING AGENDA**

Thursday, Sept. 26, 2024 | 6:00 PM  
Mitchell Hall, 250 Cleveland Ave.  
Crane Room (Second Floor)

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 Chair Fowler
5. Opening Remarks from President Harrison
6. Consent Agenda
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- 7. Information-Only Items
  - a. Financial Statements as of and for the One Month Ended July 31, 2024.....38
  - b. Personnel Information Items .....50
- 8. President’s Report
- 9. Old Business
- 10. New Business
  - a. Nominating Committee
  - b. 2025 Board Meeting Schedule
- 11. Public Participation
- 12. Executive Session (*if needed*)
- 13. Adjournment



## COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

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

### **SUBJECT:**

Awarding of Emeritus Status

### **BACKGROUND INFORMATION:**

Board of Trustees Policy 3-23 enables the conferral of emeritus status upon the retirement of an employee in recognition of outstanding service to the College. Requirements for consideration for emeritus status include at least 15 years of employment by the College and favorable recommendations by administrators in the employee's line of authority.

### **RECOMMENDATION:**

That the Board of Trustees grant emeritus status to:

- Professor Elizabeth Betzel, Mathematics
- Professor Lisa Briggs, Business Programs
- Professor Lisa Cerrato, Health Professions and Wellness
- Professor Norm Clevenger, Digital Art, Media and Design
- Kathryn Eichenberger, Nursing
- Bradley Farmer, Business Services
- Professor Libby McGlone, Communication
- Professor Jackie Miller, Nursing
- Anthony Owensby, Facilities Management Department
- Professor Jonathan Packer, Justice and Safety
- Regina Randall, Enrollment Management and Student Services
- Linda Reid, Business Programs
- Professor James Taylor, Hospitality Management and Culinary Arts
- Professor Donna Weyrich, Languages and Communication
- Professor Jeff Woodson, Engineering Technologies

## **DETAIL**

### **Elizabeth Betzel, Professor, Mathematics**

Professor Elizabeth Betzel taught mathematics for 35½ years at the college before retiring last month. She was the creator of the Statistical Concepts for Business course that was designed to simplify the transfer process for Columbus State business students into a 3 + 1 program in collaboration with Franklin University and Huntington National banks. Elizabeth also created an elementary statistics course for nursing students transferring to the Ohio State University. Professor Betzel has been recognized by the College and professional organization. She received the College's Distinguished Teaching Award in 2017. The American Mathematics Association for Two-Year Colleges also presented her with a teaching award in 2017. Professor Betzel has demonstrated throughout her CSCC career the ability to spin the web of connections for her students and colleagues and has left an indelible mark on Columbus State.

### **Lisa Briggs, Professor, Business Programs**

Professor Lisa Briggs was employed at Columbus State Community College for 24 years. She was the lead instructor for all five courses in the Bookkeeping Certificate Program. She served as a peer review team member to business programs faculty. She served as an open educational resource (OER) faculty fellow. Lisa was also an active member of the Service-Learning Committee. She is a board member for a local non-profit, For My W.I.S.H. Foundation and is the treasurer for Ohio Business Educators Association (OBEA) since 2018. One of Lisa's strengths was faculty advising. She was the advisor for one-third of the students enrolled in the Business Office Administration major and all the students enrolled in the Bookkeeping certificate program. Lisa truly demonstrated a servant attitude and compassion that spoke volumes to how quickly she responded to students.

### **Lisa Cerrato, Professor, Health Professions and Wellness**

Before retiring, Lisa Cerrato dedicated 32 years of service to Columbus State Community College —making a myriad of contributions to the campus community and the Health Information Management Technology Society. She was hired in August 1991 to design, develop, and offer an accredited Health Information Management Technology (HIMT) program. Dr. Cerrato's other notable achievements include:

- Oversaw a Health Information Management Technology associate degree, Medical Coding certificate, and HIM Tech certificate
- Received the Distinguished Full Professor Award in 2015
- Served on the following College committees:
  - College Academic Review Board
  - Office of Academic Affairs College Assessment Fellow and Committee
  - General Education Task Force
  - College-wide and Division Promotion and Tenure Committee

- College Credit Plus Initiative
- Numerous other division, College, and community committees.

Dr. Cerrato has embodied CSCC's vision, mission, and values while uplifting our foundational pillars as an asset to the Central Ohio community.

### **Norm Clevenger, Professor, Digital Art, Media and Design**

Professor Norm Clevenger has been a devoted faculty member and colleague for more than 27 years. He would meet with each of the students individually to review plans of study, help them register for the next semester, and guide them after graduation from Columbus State Community College. Professor Clevenger was an excellent teacher and advisor. He always went above and beyond for students, which helped position the Digital Art, Media and Design Department on the national stage. His efforts contributed to the success of the College, the division, and most of all our students and graduates.

### **Kathryn Eichenberger, Nursing**

Kathy Eichenberger served the College as a Nursing department member for more than 41 years. During her tenure, Kathy worked with 13 nursing program chairs and saw the program grow from 50 students to more than 500. She also witnessed the addition of a Practical Nursing program, State Tested Nurse Aide program, and finally a BSN completion program. Kathy provided daily support to faculty and students within the nursing department. She rarely missed a day of work, and her dependability was never questioned. If Kathy said she would "do it", she did, without fail. She shared during her retirement that she remembers using a typewriter to prepare memos and student lists. This is a major difference from the technology we use today. Kathy was instrumental in working with the team to move the nursing program to an online application process. Kathy worked tirelessly to see that student applications were processed twice a year. Over the years, this involved thousands of phone calls and later emails from students needing guidance.

### **Bradley Farmer, Business Services**

Bradley Farmer has had a remarkable career at Columbus State that started in 1994. In his nearly 30-year career at the College, he has had his hands in a little bit of everything, from shaping policy and procedure with shared governance to helping shape the renovation of what is now Union Café. He was instrumental in bringing to campus Sips Coffee, Starbucks and Subway. Brad started by supervising Purchasing, Accounts Payable and Travel, but his work evolved to include responsibility for Mail Services, Shipping & Receiving, Warehouse, Print Services, and the Conference Center. His last and biggest accomplishment was the launch of Workday for Purchasing and Accounts Payable in 2023. He led efforts to ensure a successful transition of purchasing and payable processes, which resulted in more paperless processing and efficiencies in procuring goods from the College's high-volume vendors. Over Brad's career at CSCC, he had a commitment to getting the best quality for the best price as well as a commitment to a diverse supplier base and opportunities for economically disadvantaged businesses (MBE/EDGE vendors). In addition to the day-to-day work, Brad participated in the M.A.N. initiative for many years and served as a mentor to students and to many within Business Services. Brad was active

in the most complex bid processes and contracts for the college made him an indispensable partner.

### **Libby McGlone, Professor, Communication**

Professor Libby McGlone retired on May 31, 2024, after teaching Communication full-time at Columbus State for close to 30 years. She is deserving of emeritus status not only for her devotion to teaching but also for her contributions to the department and College. Libby was the lead instructor for Oral Communication for many years and designed the current iterations of the course – both in-person and web — when the College changed to a semester calendar in 2012. Libby’s dedication to her students, colleagues, and discipline is a large part of why Communication is the 8th largest major in the Arts and Sciences Division at Columbus State.

### **Jackie Miller, Professor, Nursing**

Professor Jackie Miller retired after 42 years of service to the Nursing program, first as an adjunct professor and then for nearly three decades as a tenured faculty member. Jackie was committed to making the clinical experience for her students the best in Central Ohio. Until her retirement, she did a clinical rotation to remain active in the field, recruit adjunct faculty and develop clinical opportunities for students. Professor Miller began the student-led health fair to meet the needs of underserved populations in our community. Upon her retirement, the nursing faculty developed the Jackie L. Miller Innovation and Creativity Award, which is presented at each pinning ceremony to recognize a student group that has demonstrated ingenuity, resourcefulness, and originality at the annual health fair. Jackie also worked tirelessly to welcome adjunct faculty at the start of every Autumn semester and developed an alumni association for the nursing program here at the College. Jackie truly has a servant’s heart.

### **Anthony Owensby, Facilities Management Department**

Anthony Owensby has served Columbus State Community College loyally for more than 28 years. His entire tenure with the college was spent in the Facilities Management Department. Tony’s commitment to the college was evidenced by his involvement with the Taste of the Future events; as well as countless event set-ups and office moves. Tony is the go-to guy for everything in Facilities Support. He has taken the time to get to know his customers and their expectations and does everything he can to support them. Tony supported the Workforce Development and the Bookstore buildings for many years, among other buildings. In this past year, Tony has been responsible for servicing over half the campus by himself. He is passionate about his duties and the areas he services. He will be greatly missed for his can-do attitude and his service to our students, faculty and staff.

### **Jonathan Packer, Justice and Safety**

Professor Jonathan Packer dedicated 32 years of service to our students, our College and the Columbus community as an Emergency Medical Services (EMS) practitioner. His industry-leading contributions to our EMS program are worthy of emulation by others. He has prepared students to be successful agency practitioners nationwide through his work. He is respected in higher education, medicine and the law enforcement community for training industry professionals and providing practical, experiential learning opportunities for our students. Our

EMS graduates are highly trained and, therefore, in high demand by local and county municipal agencies. As a former law enforcement detective and deputy sheriff, Professor Packer had a keen vantage point on which to communicate the educational needs of Emergency Medical Services to many constituents to keep our citizens safe. Professor Packer's service to our College was exemplary as he served on committees at the department, division and College level including but not limited to the division assessment committee, tenure and promotion committees as well as numerous hiring committees.

### **Regina Randall, Enrollment Management and Student Services**

Regina Randall retired in December 2023 after more than 30 years of extraordinary service to Columbus State and its students, faculty, and staff. Regina's career is distinguished by the lasting impact of her work in roles spanning all levels of leadership. She began as a Counseling Center associate and moved progressively upward through coordinator and director positions in Student Affairs before serving as Registrar from 2002 through her retirement in 2023. Regina has many laudable career achievements. She developed and managed key student affairs functions, including student activities and leadership programs; recreational and wellness activities; and a housing referral service. She led the teams responsible for implementation of the Colleague Registration and Academic Records modules. She led the Services to Students implementation team for the college's switch to semesters. She guided tens of thousands of students through more than 50 joyful commencement ceremonies. She successfully managed critical records, registration, and compliance functions including the college catalog, academic calendar, FERPA compliance, NJCAA athletics compliance, residency processes, high school and college transcript evaluation, ODHE audit process, subpoena requests, and much, much more. Regina's dedication to student success distinguished our college for more than three decades, and her love of the college distinguishes it still.

### **Linda Reid, Business Programs**

Linda Reid retired from the College after 38 years of service, the last eight of those years as the specialist in the Business Programs Department. Linda provided effective customer service to staff, faculty, and students in the Business Programs department and the College. She maintained confidentiality of student records and other information. She fostered and maintained a safe environment of respect and inclusion for faculty, staff, students, and members of the College community. One of Linda's roles was to work in partnership within the department across various teams at the College. Her collaborative efforts built academic relationships that were grounded in fairness and inclusion. Linda followed department policies and procedures and ensured timeliness, accuracy, and consistency when completing her duties and responsibilities.

### **James Taylor, Professor, Hospitality Management and Culinary Arts**

For the past 35 years, Professor and Chef James Taylor has demonstrated exceptional commitment, leadership and a passion for hospitality. Since being promoted to full professor in 2012, he displayed a deep passion for education and hospitality, which is why the event kitchen in Mitchell Hall is named for him. In 2019, Chef Taylor was recognized by his colleagues with the Health & Human Services Division Administrator of the Year award along with the Ohio Restaurant Association's Outstanding Industry Educator award. In addition to his service to the

College, he has been actively involved in community and professional organizations related to the culinary industry, including the American Culinary Foundation's Columbus Chapter President. Chef Taylor's legacy will continue to inspire future generations of chefs and educators.

### **Donna Weyrich, Professor, Languages and Communication**

Professor Donna Weyrich created the English as a Second Language (ESL) program at Columbus State when she began her tenure in 1992. Since then, more than 15,000 students have taken ESL. As a lead instructor, her responsibilities included the live and blended, online versions of many of our ESL courses at the College today. Donna's work with curriculum has included a project with two other ESL faculty to create a flexible, low-cost course removing the cost of materials and a textbook for students. Thanks in part to Donna Weyrich, the College has a successful ESL program for years to come.

### **Jeff Woodson, Professor, Engineering Technologies**

Jeff Woodson served Columbus State, students, the business and engineering discipline, and the community for 34 years. Jeff was instrumental in developing the Electro-Mechanical Engineering Technology program from the beginning. When the major was initially created to supply graduates for Honda of America, Jeff took on the immense task of building the curriculum. As the sole full-time faculty member for the Electro-Mechanical program over the last 34 years, Jeff Woodson has made an indelible impact that provides crucial talent to manufacturers across Central Ohio in the high-demand field of automation maintenance. Throughout his tenure, Jeff has epitomized a student-focused mindset combined with a sharp vision for workforce development. His commitment, leadership, and pioneering spirit have set Columbus State graduates up for success for decades.





## COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

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

### **SUBJECT:**

2024 College Completion Plan

### **BACKGROUND INFORMATION:**

Since 2014, each public college and university in Ohio has been required to submit a campus completion plan that has been approved by its Board of Trustees. Institutions are asked to “identify and implement strategies to increase the number and percentage of students earning meaningful postsecondary credentials.” The Board approved the College’s previous completion plan in September 2022.

Columbus State’s 2024 Completion Plan provides a roadmap to address the needs of our students from connection to completion. The plan outlines Columbus State’s performance metrics and goals related to gateway course completion, student momentum and institutional retention, and certificate/degree completion while closing equity gaps.

### **RECOMMENDATION:**

That the Board of Trustees approves the 2024 College Completion Plan, as attached.



## Columbus State Campus Completion Plan

College Completion Plans are an institutional roadmap to student success, guiding campuses toward better student outcomes. In 2014, House Bill 59 called for each public college and university to submit a campus completion plan approved by their board of trustees to the Chancellor every two years. Completion plans provide a continuous improvement framework that can allow campuses to identify and implement strategies to increase the number and percentage of students earning meaningful postsecondary credentials.

Columbus State's 2024 Campus Completion Plan in alignment with our 2023 Strategic Plan reaffirmation, provides a comprehensive vision focused on equitable student outcomes, student success, and transformation. The two plans were intentionally designed to work in unison to advance the college's mission. Together, they provide focus and guide the college in aligning efforts and resources to prioritize key strategies, catalysts for student success, and enrollment growth opportunities.

Our Completion Plan and the Strategic Plan set expectations for using rigorous data analysis and collaborative efforts to improve gateway course completion, student momentum and institutional retention, and certificate/degree completion. We have integrated our institutional mission, vision, overarching goals, key performance metrics, and insights from past efforts. By leveraging these insights, we have created a roadmap, using the loss-momentum framework, that addresses the needs of our students from connection to completion, making the transformative power of Columbus State a reality for all.

### Mission

To educate and inspire, providing our students with the opportunity to achieve their goals.

### Vision

Columbus State Community College is central Ohio's front door to higher education and a leader in advancing our region's prosperity.

### Guiding Principles for Student Success

We are dedicated to implementing data-informed strategies and high-impact practices that are proven to attract a diverse array of students to Columbus State and deliver on a transformative education that prepares them to thrive and lead in a robust Central Ohio community and economy. To ensure success, we have established the following guiding principles to drive the work:

- Increase degree, certificate, and credential completion
- Close equity gaps in student success outcomes
- Increase the number of graduates in three academic pathways aligned to Central Ohio’s most in-demand careers:
  - Advanced Manufacturing and Engineering Technology
  - Computer science and Information Technology
  - Health Sciences

## Student Success Metrics

To demonstrate progress, Columbus State revised our prior key performance metrics to more effectively guide our efforts to achieve our goals.

<b>Multi-Year Metrics (by 2027)</b> <i>(First Time Ever in College Students)</i>	<b>Baseline</b>	<b>AY25</b>	<b>AY26</b>	<b>AY27</b>
Increase overall annual credit completion rate from 70% to 74%	70%	<b>71.33%</b>	<b>72.76%</b>	74%
Increase the percentage of students completing gateway courses within their first 30 credits from:				
54.8% to 58% in English	54.8%	<b>55.87%</b>	<b>56.93%</b>	58%
37.2 to 40% in math	37.2%	<b>38.13%</b>	<b>39.07%</b>	40%
Increase the percentage of students who persist from their first year to their second year from 52.7% to 54%	52.7%	<b>53.13%</b>	<b>53.57%</b>	54%
Increase the percentage of students earning:				
12cr in the first year from 35% to 38%	35%	<b>36%</b>	<b>37.25%</b>	38%
24cr in the first year from 14% to 16%	14%	<b>14.7%</b>	<b>15.33%</b>	16%
36cr in the second year from 20% to 22%	20%	<b>20.67%</b>	<b>21.33%</b>	22%
Maintain the percent of students completing a degree or certificate at any institution within six years at 35%	35%	<b>35%</b>	<b>35%</b>	35%

In AY23-24, we conducted a comprehensive review of work focused on the guiding principles by focusing on the key performance metrics. This work included analyses of resource allocation and student outcome data. As a result, we identified three prioritized catalysts, focused on equitable student success, that are being designed and implemented in the coming months and years and two prioritized opportunities for institutional growth. The catalysts are designed to align with our strategic plan, steering forward through targeted actions and measurable outcomes.

These strategies and the ensuing formative and summative assessments are the focus of our 2024 Completion Plan.

## Prioritized Institutional Catalysts for Student Success

- **Improve Gateway Course Success**
  - Focus on courses with the largest student enrollment (English, Mathematics, Biological & Physical Sciences (BPS), Psychology)
  - Enhancing co-requisite courses to improve success
  - Revision developmental education/pre-college courses
  - Strategic pedagogical approaches
  - Embed tutoring/instructional enhancements
- **Course Schedule Optimization**
  - Increasing in-person sections for Gateway Courses (focus on English, Mathematics, Psychology, and BPS)
  - Increasing numbers of flexible courses first in key career majors and appropriate gateway courses
  - Evening sections and support (Adult student focus)
- **Proactive Program Advising**
  - Dedicated advisors for students in Engineering Tech, Health Sciences, and IT
  - Proactive and personalized advising to fit students' needs

## Measuring Success

- **Process Measures (assessing progress toward outcomes)**
  - Withdrawal rates declining
  - Flex and late start courses sections increasing (5% threshold increase per semester)
  - AU-SP retention increasing
  - Increase in in-person sections for low success gateway courses
  - Increase in embedded tutors in gateway courses (PSY, ENG, MAT, BPS)
  - Average credit hours enrolled increasing
- **Operational Data**
  - Gateway Course Success
  - Credits Attempted/Completed
  - 12+ college credits completed
  - AU-AU Retention
  - Enrollment Growth

## Prioritized Opportunities for Institutional Growth

- **Delaware Campus**
  - Incubator for academic and student success innovation
  - Robust marketing, recruiting and community engagement
- **Adult Students**
  - Evening programs and support
  - Adult-learner focused coaches/advisors

## Collegewide Commitments

- **Enterprise Resource Planning (ERP) Implementation**
  - The goal is to streamline and reduce administrative burdens on staff and faculty, allowing them to focus more on supporting students and enhancing their learning experiences.
  - Workday Student will improve our technological resources and enable us to support students more efficiently and effectively from entry to completion.
- **Capital Planning**
  - Enhanced Learning Environments that create modern, flexible learning spaces equipped with advanced technology, which supports diverse teaching methods and improves student engagement and academic performance.
  - Attractive and Functional Campus that helps create a more appealing and engaging campus environment, which can attract and retain students, foster a sense of community, and contribute to overall student satisfaction and success.
- **College-Wide Assessment Planning**
  - Systematically evaluating student progress and institutional practices, a collegewide assessment plan promotes a culture of continuous improvement and accountability, ensuring that policies and practices are aligned with the college's mission to support and improve student achievement.
  - Initial assessment of connection and entry supports for impact and optimization, includes Orientation/New Student Workshop, First Year Experience Seminar, and Tutoring.
- **Community Commitment**
  - Columbus State Community College strives to foster an equitable environment where everyone is welcomed into our learning and working community. We celebrate the humanity of every individual and value inclusive learning and working environments for all. We commit to removing barriers and expanding



access for all of our people, while respecting their unique lived experiences. Ultimately, we center our growing community and our students' success in all of our work.

## 2024 Campus Completion Plan

The organizing framework for Columbus State's 2024 Campus Completion Plan is the Loss-Momentum Framework (LMF) created by Completion by Design. By using this framework, institutions must become focused on moments and factors that contribute to attrition or momentum loss at the Connection, Entry, Progress, and Completion stages of a student's journey. The result is the ability to adjust or redesign practices and policies at critical times that are creating barriers while investing in scalable approaches that are proven to be effective in equitably advancing progress. Our plan shares what we know about our students at these critical points of time, what we have done, and what we are doing now to improve progress and advance equitable success that operationalize our key strategies to meet our key metrics.

### Connection

The Connection stage starts from the moment when a prospective student expresses interest in Columbus State to the time they are enrolled and begin classes. Here is a snapshot of what we know about our enrollment trends and concerns.

While our overall enrollment (post pandemic) began to rebound in Autumn 2023, enrollment trends for the college amplify the population trends we have experienced in the community, especially with our First Time Ever in College (FTEIC) student population.

- Since 2019, the enrollment gap between Black/African American Students and White students for FTEIC has nearly closed while the college has also experienced an almost three percentage point growth in enrollment of Hispanic students.
- The percentage of First Generation FTEIC students who are enrolling at the college has also increased from 30.3% in Fall 2019 to 48.1% in Fall of 2022.
- The College Credit Plus population continues to grow (from 6,219 students in Autumn 2019 to 7,820 students in Autumn 2023).
- The adult student population has experienced a sharp decline (8,183 in Autumn 2019 to 6,121 in Autumn 2023).
- Qualitative data also highlights barriers such as lack of information about financial aid options and the admissions processes.

The enrollment trends at Columbus State Community College indicate a shift in its population

over the past five years and the development of the 2024 plan reflects strategies to meet the needs of its changing student population.

In the past few years, we have implemented a variety of strategies to address this decline. Here we are highlighting a few noteworthy efforts.

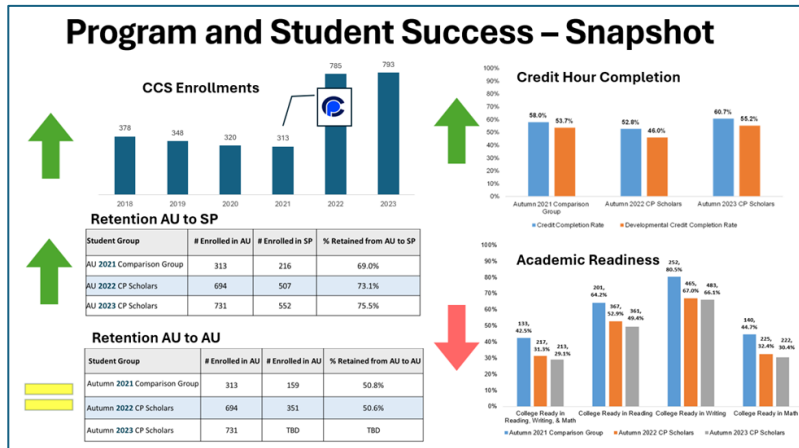
- Career Educators/Recruiters:** We wanted to bring an understanding of the world of work to the beginning of the post-secondary experience by starting career planning during the connection phase with career education. We have deployed "Career Educators," industry-specific Admissions team members, to share the latest content throughout our service district to educators, students, parents, and community members.
- Columbus Promise:** Columbus Promise is a three-year pilot program launched in the Fall of 2022 with the goal of increasing the number of Columbus City high school graduates attending and succeeding at Columbus State Community College. To date, the program

has more than doubled our annual enrollment of Columbus City Schools' recent graduates from 331 (Autumn 2021) to 694 (Autumn 2022) and 731 (Autumn 2023).

Additionally, we saw annual gains in enrollment of First

Generation, Pell-eligible, and Black or African American students from pre-Columbus Promise enrollment. This program is a pilot funded through the Autumn 2024 cohort. We are exploring a funding and staffing model that could help us sustain this program into the future.

- Readiness work:** We have explored initiatives that focus on helping students explore careers and develop specific academic and college-going skill sets for students ranging from 8th grade to newly graduated 12th graders. Notably, we are excited about the results of the ThirdSpace English program that engages high school seniors in a semester-long preparatory course before enrolling at Columbus State. While these programs have been well-received and have had strong results for participants, the cost





of these efforts and the difficulty in attracting larger numbers of students has prevented us from being able to scale these programs to have broader impact.

The “Connection” part of our 2024 Completion Plan is aligned with the College’s guiding principles and key strategies. Here are the key efforts that we are undertaking to eliminate barriers and stopping points from the point of interest to enrollment in classes.

- **Columbus Promise:** The initial three-year pilot of Columbus Promise is funding through the Autumn 2024 cohort. We will be revisiting the strengths, outcomes, and challenges of the pilot with our partners to determine what Columbus Promise can and should look like in the future. This program has removed financial and support barriers to enrollment for over 1400 students in two years and expanded our impact in the Columbus community.
- **Workday Student:** The design and configuration of Workday Student will streamline the process by which a student expresses interest, is guided through application phase, and is onboarded to the College before the first day of classes and beyond. The student will receive strategic and organized touchpoints that guide a student to complete important steps along the way, eliminating the enormous amount of disconnected and transactional emails they receive now. The design is also student-friendly and works to “decode” the steps, processes, and policies that often hinder momentum at this point. The launch of the recruitment and admission portion will be 2025 with the onboarding and advising portion activating in 2026.
- **Recruitment and Onboarding:** We plan to tailor our recruitment and onboarding for our key enrollment growth areas in advanced manufacturing /engineering technology and health sciences. We are designing outreach strategies, recruitment metrics, data tracking, and intentional collaboration in the way students are brought to and enrolled in programs of studies in these areas. This work is characterized by a collaborative approach to recruitment and onboarding between Admissions, New Student Welcome, Academic/Career Advising, and academic program faculty. Data is collected and shared at multiple points in the process rather than living in single systems with limited visibility. Workday Student will be integral to making this work much more efficiently and effectively for the student.
- **Assessment:** Assessment of Connection includes initiatives such as Orientation and Welcome programs, our First Year Experience course (COLS), and our college-wide tutoring program. In the 2024-2025 academic year, these assessments will be conducted, and plans designed and implemented for adjustments or new directions.

## Entry

The entry stage starts the first day of a student's academic journey to advance through completion of a first set of college-level courses (12 credits). Here is a snapshot of what we know about our student success trends during this period.

- First Time Ever in College (FTEIC) students at Columbus State have experienced slightly declining rates of earning 12 or more College Credits by the end of their first year from 37.9% for the 2019 cohort to 35.5% for the 2022 cohort.
- While earlier we began to close equity gaps for FTEIC students earning 12 or more credit hours in the first year (from 22.3 percentage points for the 2019 cohort to 16.4 percentage points for 2020), the gap widened for the 2022 cohort (21.4 percentage points).
- We experienced decreases in FTEIC cohort course completions overall from 75.9% in 2019 to 70.0% for 2022.
- There was an increase in gaps for FTEIC cohort credit completions for Black or African American students compared to overall students
  - 2019- 9.4 percentage point difference
  - 2022- 16.3 percentage point difference
- Full Time Equivalency (per 100) from OACC SSI Subsidy indicates students completing 12+ credit hours in their first year (48 per 100 FTE) is also below Ohio's community college sector average of 53 per 100 FTE.
- In the past two years, we have taken a variety of actions to address these low rates and equity gaps. **Centralizing leadership and organization of key student support resources** that includes academic and career advising, retention strategies like early alert and tutoring, as well as high impact programs for special populations like first generation, limited income, and Columbus City School students. This new division, the Holistic Student Experience, is within the Student Affairs portfolio and seeks to better understand the broad array of work, and to coordinate and collaborate with colleagues across the College. A recent organizational change was the development of the Senior Vice President for Student Success position. This role centralizes leadership and coordination of strategies that support students from enrollment through graduation. By overseeing areas of the college that support students, the SVP can more effectively implement and monitor initiatives designed to improve retention, graduation, and student satisfaction. The SVP is in charge with the development of a comprehensive approach to student success, aligning resources and efforts across the college to create supportive environments that maximize student success and well-being.

- **Columbus Promise:** The Columbus Promise (CP) program is focused on more than just enrollment, but also success. With assigned academic advisors, proactive outreach/support, and tailored interventions and programming, the Columbus State team that is dedicated to the CP program has innovated to positively impact student outcomes. Columbus Promise scholars have experienced greater rates of term-to-term retention (Autumn 2022 to Spring 2023 is 73.1% and Autumn 2023 to Spring 2024 is 75.5% as compared to the comparison group of 69.0% for Autumn 2021 to Spring 2022), and similar annual retention rates (CP Autumn 2022 to Autumn 2023 is 50.6%) to the comparison group (Autumn 2022 to Autumn 2023 is 50.8%).
- **Co-requisite strategies in Math and English:** Co-requisite course pilots were brought to scale in English and Math where important barriers exist, most critically encountered in the entry phase of the student's journey. Initially, these strategies were improving outcomes, but the pandemic and ensuing adjustments were not as successful as hoped.

The “Entry” part of our 2024 Completion Plan, is aligned with the College’s guiding principles and key strategies. Here are some of the key efforts that we are undertaking to eliminate barriers and stopping points from the first day of classes to completion of first 12 credits.

- **Implementing the Guided Pathways model** in student welcome/onboarding and advising. In the next two years, we will organize academic and career advising by Pathway rather than by academic division. We will also strengthen the point of connection between orientation and Pathways advising, focusing on relationship building earlier than in the past.
- **Optimizing Course Schedules and Modalities** to attract a wide range of potential students and advance student progress and success, delivering students the education they need in the when and in the way that works best for them.
- **Investing in Teaching and Learning Pedagogy and Support** to advance gateway course success, improving the college’s course completion rates from 70% to 74% in the next two years.
- **Workday Student:** The design and configuration of Workday Student is focused on students having a clear and organized view of their resources and support as well as clear guidance on key processes around registration, progress to completion, and financial aid. Workday Student will also be our new Student Information System that will enable us to deliver a robust onboarding experience that is both comprehensive and understandable. It will also enable Pathway advisors to have assigned caseloads and monitor progress, advise holistically, and view data to guide outreach and interventions

for students in this entry phase. The launch of the onboarding and advising portion will go live in 2026.

- **Assessment of Connection and Entry Initiatives** for impact and optimization, including Orientation/New Student Workshop, First Year Experience Seminar, and Tutoring.

## Progress

The progress stage starts when a student completes their first 12 credits and progresses to 75% completion of their program of study. Here is a snapshot of what we know about our student success during this period.

- **Course Completion Disparities:** For 2022, the course completion rates for First Time Ever in College (FTEIC) students varied significantly across different demographic groups and showed notable equity gaps.
  - The overall course completion rate was 70%
  - Pell grant recipients' rate was 64.3%
  - Black or African American students' rate was 60.9%, a drop from 69.2% in 2019
- **Course Completion Benchmarks:** In 2022, the attainment of key course completion success points per 100 FTE benchmarks fell below sector averages.
  - 32 per 100 FTE earned 24+ credit hours in their first year
  - 25 per 100 FTE completed 36 hours in their first year
  - 42 per 100 FTE completed College English within 30 hours
  - 23 per 100 FTE completed College Mathematics within 30 hours
- **Community College Survey of Student Engagement** data revealed areas of strength, such as active and collaborative learning, but also areas for improvement, including career planning assistance and tutoring services. It is noteworthy that students who engaged in three or more support initiatives were more likely to successfully complete their courses.
- **Retention Rates:** Columbus State also experienced an increased gap in retention between Black or African American students and White students from the 2019 cohort to the 2022 FTEIC cohort. The overall retention rate for the 2022 FTEIC Cohort was 52.7%. When disaggregated:
  - The rate was 44.9% for Black or African American students and 58.2% for White students.
  - This gap increased from 11.8% in 2019 (42% retention rate for Black or African American students, and 53.8% of White students) to 13.4% in 2022.

In the past two years, we have taken various actions to address these rates and equity gaps.

- **Piloting Pathways Advising Model:** While our systems do not support case management, we have piloted case management advising by career community/pathway in the Columbus Promise program as well as with students in our Mechanical Engineering- Semiconductor certificate and degree program. We have learned a lot about what we need our systems to do to contribute to growing a strong connection between the academic advisor and student that have been folded into the Workday Student configuration work. We have also tried strategies around proactive and personalized outreach and connection that have had some early gains in retention and course completion.
- **Corequisite Strategies:** While our corequisite strategies initially showed promise, adjustments are being made to rebuild and revise these approaches. The goal is to enhance outcomes and better support student success by refining our corequisite course offerings and delivery methods.

The “Progress” part of our 2024 Completion Plan, is aligned with the College’s guiding principles and key strategies. Here are some of the key efforts that we are undertaking to eliminate barriers and stopping points for students in their journey to completing program requirements for completion.

- **Scaling Pathways to Completion** through Advising, Curriculum Design/Collaboration, and Student Support with an initial focus on Engineering Technologies, Information Technology, and Healthcare industries but with the goal to have all 8 Pathways active by Fall of 2026. We will also train and certify academic and career advisors in a coaching methodology (proven to have significant impact on retention outcomes across all demographics) offered by InsideTrack that will inform how we connect with students, no matter how small the moment.
- **Optimizing course schedule and modalities** to meet students’ needs and lives by analyzing and focusing on improved in-person options, and days/times of course offerings.
- **Optimizing English and Mathematics co-requisite courses** and embed best practices at scale across gateway courses.
- **Re-designing current scaled practices** using a college-wide assessment and evaluation framework. The re-design will include orientation, first-year experience courses, and tutoring.
- **Investing in teaching and learning** practices that advance gateway course completion.

## Completion

The completion stage encompasses the final 25% of program completion to earning a credential that has strong labor market value. Here is a snapshot of what we know about our student success during this period.

- Based on 2021 Ohio Community College's Subsidy Analysis:
  - Completers were 47 per 100 FTE, slightly below the sector average of 54 per 100 FTE.
  - Completion rates for associate degrees were (16 per 100) and certificates were (2 per 100).
    - These rates fall notably below sector averages of 20 and 5.
  - Our transfer rate of 28 per 100 per FTE is higher than the sector average of 19 per FTE.
- The six-year credential attainment rate for first-time students has increased from 34.6% for the 2016 cohort to 36.6% for the 2017 cohort.

To address the completion challenges, Columbus State has implemented several interventions. Highlights include:

- **Expansion and support of diversity of internship opportunities:** We have received external funding to expand our outreach to employers with an eye toward establishing paid internship opportunities across a broad array of Pathways. Notably this includes establishing more "micro-internship" opportunities that can be more relevant and responsive to the needs and circumstances of a broader range of students.
- **Holistic Proactive Pathways Advising** that includes more integrated career and academic advising, working with students from the beginning with the end in mind. We have also combined the academic advising staff and career advising staff into one team. While each has different foci, the common leadership and team approach has resulted in cross training and better holistic support when meeting with students.
- **Earn and Learn** opportunities development and pilots across industry sectors.

The "Completion" part of our 2024 Completion Plan, is aligned with the College's guiding principles and key strategies. Here are some of the key efforts that we are undertaking to eliminate barriers and stopping points for students in the final phase of their journey to completion and securing a family sustaining wage.

- Guided Pathways Advising and Support

- Examination and expansion of experiential learning opportunities
- Focused workforce collaboration in focused enrollment areas of advanced manufacturing/ engineering technology, computer science, and health care

## Conclusion

Columbus State’s 2024 Campus Completion Plan is our transformative vision centered on equity, student success, and community development. The plan leverages strategic planning, rigorous data analysis, and collaborative efforts to address the individual needs of students from connection to completion. Key takeaways include:

### 1. Guiding Principles

- Increase degree, certificate, and credential completion annually
- Close equity gaps in student success outcomes
- Increase the number of graduates in three academic pathways aligned to Central Ohio’s most in-demand careers:
  - Advanced Manufacturing and Engineering Technology
  - Computer science and Information Technology
  - Health Sciences

### 2. Strategic Priorities

- Prioritized Institutional Catalysts for Student Success
  - Improve Gateway Course Success
  - Course Schedule Optimization
  - Proactive Program Advising
- Prioritized Opportunities for Institutional Growth
  - Delaware Campus
  - Adult Students

### 3. Key Metrics (The ‘Big 5’ Outcome Metrics)

- Increase the percent of students earning 12, 24, and 36 college credits
- Increase the percent of students completing gateway College Mathematics and English courses within their first 30 credit hours
- Increase the percent of students who persist from their first year to their second year
- Increase the percent of students completing a degree or certificate at any institution within six years
- Increase overall annual credit completion

By maintaining a data-driven approach and continuously refining strategies, Columbus State aims to create a supportive and equitable educational environment, ensuring student success and community transformation.



## **Appendix**

*Columbus Promise Snapshot*

*Third Space Summary Report*

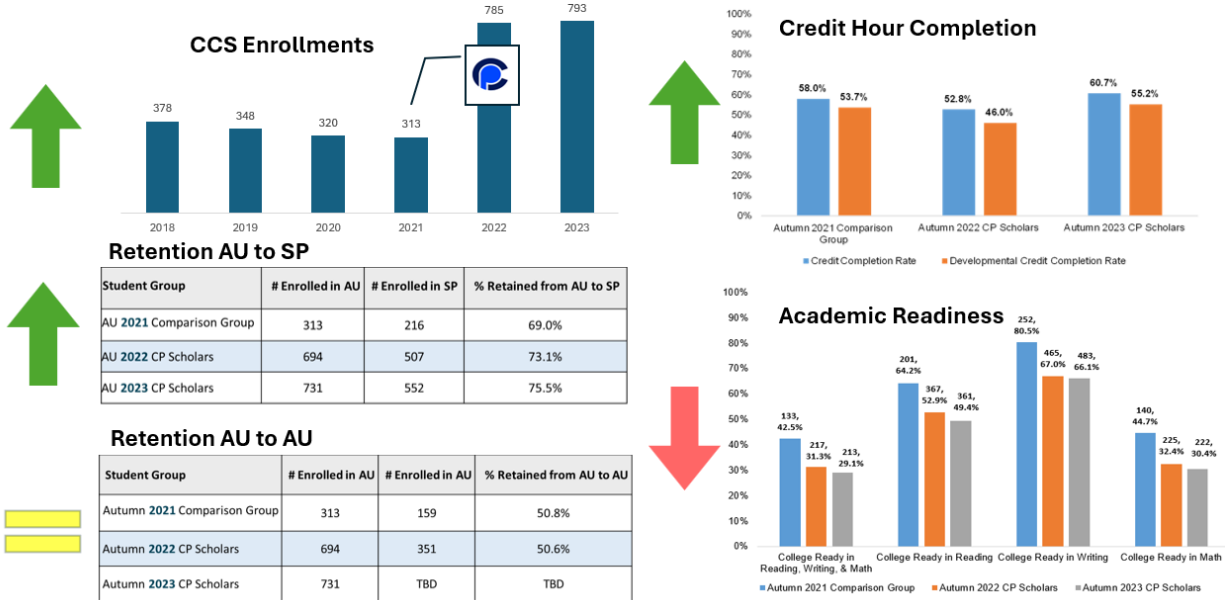
*Assisting students in attaining associate degree, certificate, or credential while earning a bachelor's degree or using college credit transferred between institutions*

*Columbus State Community College Strategic Plan*

## Columbus Promise Snapshot

The Columbus Promise is a joint initiative of the City of Columbus, Columbus City Schools, I Know I Can, and Columbus State Community College to boost college-going, student success, and social mobility for area students. We believe that without the worry of paying for tuition, and with dedicated advisors to help students access academic advising, career counseling, social and wellness opportunities, and essential support services, students can thrive in college and succeed in a well-paying, in-demand career of choice.

### Program and Student Success – Snapshot



## Third Space Summary Report

### What is Third Space English?

Third Space English (TSE) is a rigorous one-semester high school English class that was developed in collaboration between Columbus State Community College English faculty and Central Ohio English-Language Arts faculty. This course is explicitly a preparatory course for English 1100, Columbus State's first class in the Composition sequence. In fact, the workload for students mirrors the workload of English 1100, though assignments are generally shorter. Students from your district who pass Third Space English with an A, B, or C are automatically qualified to take English 1100 as a College Credit Plus student.

### Why Third Space English?

Placement into English 1100 is a gateway for many other college classes at Columbus State. Third Space English can help shore up a student's writing skills before they participate in College Credit Plus. Also, students are introduced to culturally relevant College-level curriculum.

### What's in a name? Third Space English

The "Third Space" represents a space that is *neither and both* high school and college – where high school students learn the skills necessary for success in college writing. The curriculum centers on the experiences of all students, respecting their diverse identities.

### Who should take Third Space English? Some Suggestions

#### A Student Who:

- has not quite placed into Composition One based on test scores (i.e. a 3 or 4 on Writeplacer; a 16-17 in English and an 18-21 in Reading on the ACT).
- has a GPA below 3.0 (perhaps between 2.5-2.75), often because of a slow start to high school.
- may not view themselves as college material but whom teachers and administrators believe could succeed.
- shows a willingness to engage thoughtfully, even if they may struggle to reach skilled/mastery levels in reading and writing.
- is willing to work hard in a challenging class that has homework.
- wants to take CCP classes but needs to keep learning how to develop soft skills, such as structuring their time and following through on assignments.

- wants to take a course where their voice and life experiences are validated and valued in the curriculum.
- is in 10<sup>th</sup> or 11<sup>th</sup> grade and has time to take English 1100 in high school.

**Who can teach Third Space English?**

Any licensed English-Language Arts high school instructor may teach TSE. They do not need to meet the credentials to teach for CCP. However, building administration should plan how successful Third Space students will take ENGL 1100 the following semester. This could be with a credentialed CCP Volunteer Adjunct or High School Facilitator in the building, a CSCC instructor who comes to the school, a CSCC instructor on Columbus State’s campus, or an online CSCC instructor.

**What is Columbus State’s role?**

English faculty from CSCC and the Director of Teaching and Learning for K-12 Partnerships offer a required ten hours of professional learning for high school instructors planning to teach Third Space English. We also support Third Space instructors by coaching throughout the semester.

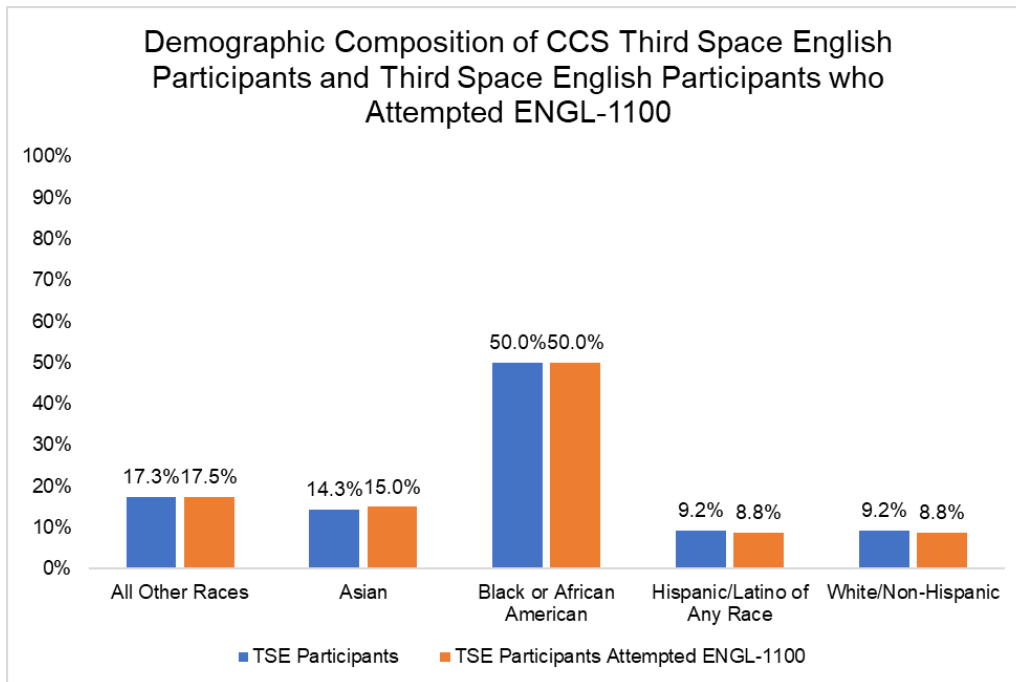
**How many CCS students have taken Third Space English and from what schools?**

From autumn, 2021 through autumn, 2022, 98 students took Third Space English. Linden McKinley, Northland, and West offered the class. Mifflin offered TSE in spring, 2023; East, Northland, and West are offering TSE for autumn, 2023. All success statistics represent autumn, 2021 and 2022.

<b>Columbus City Schools Third Space English</b>			
	<b>2021-22</b>	<b>2022-23*</b>	<b>Total</b>
<b>Third Space English Outcomes</b>			
Total TSE Students	18	80	98
Total Unduplicated Students with Successful TSE Completion	17	73	90
Percent of Students with Successful TSE Completion	94.4%	91.3%	91.8%
<b>ENGL 1100 Outcomes for Third Space English Participants</b>			
Total students who attempted ENGL 1100	17	63	80
Total Unduplicated Students with Successful ENGL 1100 Completion	13	55	68
Percent of Students with Successful ENGL 1100 Completion	76.5%	87.3%	85.0%

\* This data is preliminary as it does not include students who attempted Third Space English in Spring 2023 at Mifflin High School. The data will be updated to include those students after they have had an opportunity to attempt ENGL-1100.

Non-CCP Columbus State students have approximately a 62% success rate in ENGL 1100. CCP students have approximately a 92% success rate. Students from CCS who took Third Space English before ENGL 1100, who were likely not on track for CCP, are approaching regular CCP success rates.



\* This data is preliminary as it does not include students who attempted Third Space English in Spring 2023 at Mifflin High School. The data will be updated to include those students after they have had an opportunity to attempt ENGL-1100.

- The majority of participants identify as Black or African American.
- From an equity lens, the demographic composition of the Third Space English participants mirrors that of the students who successfully completed TSE and attempted ENGL-1100. This implies that TSE participants have equal access to ENGL-1100.
- Please reach out to Beth Koruna, K-12 Partnerships’ Director of Teaching and Learning, with any questions. [bkoruna@csc.edu](mailto:bkoruna@csc.edu) or 614-287-2011 or 614-738-1352.

## Assisting students in attaining associate degree, certificate, or credential while earning a bachelor's degree or using college credit transferred between institutions

We are committed to supporting students in achieving their educational goals. In alignment with this commitment, we have several initiatives to assist students in achieving their academic and career goals efficiently and effectively. By combining programs, support services such as an articulation office and transfer partner agreements, and collaborative partnerships, our goal is to empower students to succeed. Below, we outline our efforts to help students in attaining an associate degree or certificate while earning a bachelor's degree or transfer credits.

1. **Dual Enrollment Programs:** We have a robust College Credit Plus program that allows high school students to enroll in college-level courses. This initiative enables students to earn transferable college credits toward an associate degree or certificate before formally starting their bachelor's degree.
2. **Credit Transfer and Articulation Agreements:** In accordance with Ohio's transfer initiatives, we are engaged in offering a wide variety of transfer opportunities to our students through multiple articulation agreements and the Preferred Pathways program. Through Preferred Pathways regional universities have joined Columbus State to help students get a bachelor's degree with a minimum of college debt. The partnerships have made it easy for Columbus State students to start here, earn an associate degree, then transfer to their campuses to finish a bachelor's degree. Through transfer agreements our students:
  - Save Money
  - Transfer Seamlessly
  - Have Guaranteed Transfer
  - Access to Scholarships

Columbus State has a well- established University Transfer Center that coordinates the articulation agreements and transfer pathways with nearly 40 different colleges and universities; public and private, in state and out. Pathways exist for all Columbus State degrees. The University Transfer Center:

- Provides students the opportunity to talk about transfer opportunities with representatives and advisors from bachelor's degree institutions
- Organizes fairs, programs, and other activities to provide further information on transfer and related student issues.

- Includes computers and a small, printed resource library so students can complete transfer admissions applications and relevant research.
  - Coordinates Transfer Student Success Workshops by staff and university representatives to give students more information on pathway partner institutions and the transfer experience.
3. **Stackable Certificates:** Through stackable certificates, students can earn interim credentials on their way to earning their associate's degree and then their bachelor's degree. Stackable certificates provide milestones for students on the way to earning degrees.
  4. **Advising and Support Services:** We are committed to providing comprehensive advising and support services to assist students in navigating their educational journey. Our academic advisors help students map out a pathway to attain multiple credentials (as desired), offering guidance on credit transfer processes, course selection, and academic planning
  5. **Course Scheduling to Meet Learner Needs:** We understand the importance of flexibility in course scheduling to meet all students' needs including those pursuing bachelor's degrees. To accommodate their diverse needs, one of the focus areas of our 2024 plan is to assess and evaluate our current scheduling practices and course schedules and to adjust those to better meet the changing needs of our students.
  6. **Credit for Prior Learning:** Columbus State processes include the opportunity for students to earn non-traditional credits through Prior Learning Assessment (PLA).  
Students seeking PLA: Students requesting a credit through Prior Learning Assessment (PLA) must:
    - Meet with the appropriate department chairperson.
    - Submit this completed form to the faculty advisor.
    - Submit the completed portfolio to the faculty advisor.

By recognizing and leveraging students' existing knowledge and skills, we can expedite their progress toward attaining their degrees and certificates.



## COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

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

### **SUBJECT:**

Local Administration of State Capital Projects

### **BACKGROUND INFORMATION:**

Pursuant to Ohio Revised Code (ORC) 3345.50, a state community college may administer, without the supervision, control, or approval of the Ohio Facilities Construction Commission (OFCC), any capital facilities project which the total amount of funds appropriated by the General Assembly does not exceed \$4 million dollars. ORC 3345.50 requires the Board of Trustees to notify the chancellor of higher education in writing that the College plans to utilize this provision.

House Bill 2, which contains \$16,093,986 in state capital appropriations for student success renovations at Columbus State Community College as well as \$851,000 for third-party organizations under joint use agreements with the College, was enacted June 28, 2024. A portion of these funds will be used for projects that do not exceed \$4 million.

The College will continue to partner with the OFCC to administer projects for which the total estimated cost is more than \$4 million.

### **RECOMMENDATION:**

That the Board authorizes the notification of the chancellor of higher education that the College intends to administer, without OFCC oversight, capital facilities projects in which the total amount of funds appropriated by the General Assembly does not exceed \$4 million, as reflected in Ohio Revised Code (ORC) 3345.50.

The Board also affirms that the College will adhere to the guidelines established pursuant to ORC 153.16 and all laws that govern the selection of consultants, preparation and approval of contract documents, receipt of bids and award of contracts with respect to these projects.





## COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

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

**SUBJECT:**

Construction Manager At Risk Contract: Automotive Technology Academic Center (CTI-230001)

**BACKGROUND INFORMATION:**

Columbus State plans to expand and modernize the home of the Automotive Technology program to provide students with a leading-edge training center, facilitate program growth and strengthen relationships with industry partners. This project will renovate the existing Automotive Technology space in Delaware Hall and expand the program into adjacent space in the building. The project will add 22,000 square feet to the Automotive Technology program space, which is currently 18,000 square feet.

The Construction Manager at Risk (CMR) services contract for this project is \$13.5 million. Using the statutorily required selection process, the CMR firm selected for this project is Elford. In addition to the contract, we are requesting approval of a 10% construction contingency.

The estimated total budget for this project, including design, construction, contingencies, and other costs, has been updated to \$16.9 million, funded by Franklin County bond proceeds. The Board of Trustees in May 2024 approved a \$1.5 million Design Services contract for this project.

With approval of this contract, construction is anticipated to commence in May 2025 and be complete for Spring Semester 2026.

**RECOMMENDATION:**

That the Board of Trustees authorizes the College to enter into the following contract with the selected firm, as well as a 10% construction contingency:

Project:	Company:	Amount:
DE Automotive CMR	Elford	\$13.5M
Contingency (10%)	Columbus State	\$1.3M



## COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

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

### **SUBJECT:**

Design Services Contract: Franklin Hall Renovation (CTI-240016)

### **BACKGROUND INFORMATION:**

Franklin Hall has been identified as a building on campus with significant deferred maintenance issues which can most efficiently be addressed by performing a comprehensive full building renovation.

While addressing the deferred maintenance issues, the College plans to convert Franklin Hall into a state-of-the-art classroom building for general education, transitioning the building from a current blend of administrative and instructional spaces. The renovated Franklin Hall will include modern classrooms, with sizes and configurations that align with the College's curriculum. These classrooms will provide flexibility for future campus renovation activities.

In July 2024, the Board of Trustees approved a total budget of \$35 million for this project, as well as an additional 5% material threshold (\$1.75 million) in July 2024. The project is funded by a combination of state funds and Franklin County bond proceeds.

The Architect/Engineering contract for this project will be \$1,695,000. Utilizing the statutorily required A/E Design selection process, the firm selected for this project was MA Design.

With approval of this contract, design is anticipated to commence in October 2024. The selection process for the Construction Manager at Risk is under way, and that contract will likely be presented at the November Board meeting. Franklin Hall will be taken offline after Spring 2025 semester for renovations and reopen in advance of Spring 2027 semester.

### **RECOMMENDATION:**

That the Board of Trustees authorizes the College to enter into the following contract with the selected firm.

Project:	Company:	Amount:
Franklin Hall Renovation	MA Design	\$1,695,000



## COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

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

### **SUBJECT:**

Capital Project Overview: WD Administrative Offices Renovation (CTI-240057)

### **BACKGROUND INFORMATION:**

The College is converting Franklin Hall into a state-of-the-art classroom building for general education. To enable that project, the College needs to permanently relocate administrative offices prior to summer 2025, when site work will begin on the Franklin Hall project.

The College plans to renovate an existing administrative office suite on the third floor of the Center for Workforce Development (WD) for additional offices and meeting space. The project will renovate 8,600 square feet of office space in WD. Beyond enabling the Franklin Hall project, the renovated suite will enable additional collaboration among College leadership teams representing the President's office, Executive Vice President, Enrollment Management & Marketing Communications, Advancement, Real Estate and others.

The estimated total project budget, including design, construction, contingencies, FFE, specialized equipment, and other costs is \$2.06 million, to be funded by Franklin County bond proceeds. In addition to the \$2.06 million budget, we are requesting a 10% material threshold above the total project cost. This project will be completed by summer 2025, enabling the relocation of the affected offices prior to start of Franklin Hall renovations.

The architect/engineering (AE) design services contract for this project is \$210,250, which is below the threshold requiring Board approval. (Utilizing the qualifications-based interview process from the College's prequalified design professionals list, the AE firm selected is Acock and Associates Architects, Inc.) The College will follow Ohio Facilities Construction Commission processes for the bidding and selection of the general contractor. That contract will be presented to the Board for consideration via a future Board Action.

### **RECOMMENDATION:**

That the Board of Trustees approves the estimated total budget for the WD Administrative Offices Renovation project (CTI-240057) and a 10% material threshold above the total project budget pursuant to Board Policy 9-02, Capital Expenditures.

Project:	Amount:
Total project budget	\$2,055,000
Material Threshold (10% above the total project cost)	\$ 205,500



**COLUMBUS STATE COMMUNITY COLLEGE  
BOARD ACTION**

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

**SUBJECT:**

General Contractor Contract: Aquinas Hall Fire Alarm System Replacement (CTI-240058)

**BACKGROUND INFORMATION:**

This project will replace the existing fire alarm system within Aquinas Hall. The current system is more than 27 years old, outdated, and non-repairable. The 29,700-square-foot building was constructed in 1910 and is primarily a masonry and concrete structure.

The project will consist of two phases. In Phase 1, new fire alarm system components will be installed throughout the building. The new system will be installed per applicable National Fire Protection Agency and local building codes. In Phase 2, the old fire alarm will be disconnected, the installation of the new fire alarm system will be completed, and the State of Ohio Department of Commerce - State Fire Marshall's office will inspect and certify the new system. The building will need to be vacated during Phase 2.

The General Contractor contract for this project is \$230,000. Using the statutorily required General Contractor selection process the firm selected for this project is Capital City Electric. In addition to the contract, we are requesting a 10% construction contingency (\$23,000).

The estimated total project budget, including design and other costs is \$310,332, funded by Franklin County bond proceeds. With approval of this contract, construction is anticipated to commence in October 2024 and be complete in January 2025.

**RECOMMENDATION:**

That the Board of Trustees authorizes the College to enter into the following contract with the selected firm and a 10% construction contingency:

Project:	Company:	Amount:
AQ Fire Alarm System Contractor	Capital City Electric	\$230,000
Contingency (10%)	Columbus State	\$23,000



**COLUMBUS STATE COMMUNITY COLLEGE  
BOARD ACTION**

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

**SUBJECT:**

Design-Build Contract: Rhodes Hall Chiller Replacement (CTI-230050)

**BACKGROUND INFORMATION:**

To address deferred maintenance needs, Rhodes Hall is undergoing Heating Ventilation and Air Conditioning (HVAC) equipment improvements. The existing Rhodes Hall chillers and cooling towers are at the end of their useful life.

The chillers being installed at Rhodes Hall were previously in use at Moeller Hall on the Delaware Campus; those chillers have been replaced with equipment that more appropriately match demand at Moeller Hall. These chillers have significant remaining useful life. The existing Rhodes Hall cooling towers, chilled water pumps, and condensing water pumps will be replaced with new equipment. Scope of work includes removal of aging systems at that facility, as well as ancillary equipment, piping, and facility improvements required to maximize the operation of the new equipment.

The Design-Build contract for this project is \$1.3 million. Using the statutorily required Design-Build Contractor selection process, the firm selected for this work is Miles-McLellan. In addition to the contract, we are requesting a construction contingency of 10% (\$131,427).

The project, which has a total estimated cost of \$1.7 million, will be funded by Franklin County bond proceeds. With approval of this contract, the work will be completed in Spring 2025 in advance of the 2025 cooling season. The College previously utilized a qualifications-based interview process from our prequalified design professionals list to select the Healy Engineering as the Criteria Architect/Engineer.

**RECOMMENDATION:**

That the Board of Trustees authorizes the College to enter into the following contract with the selected firm, as well as a 10% construction contingency.

Project:	Company:	Amount:
Rhodes Hall Chiller Replacement	Miles-McLellan	\$1.3 million
Contingency (10%)	Columbus State	\$131,427



## COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

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

**SUBJECT:**

Financial Statements as of and for the One Month Ended July 31, 2024

**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

September 12, 2024

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

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

**SUBJECT:** Financial Statements as of July 31, 2024

Attached are the financial statements of the Columbus State Community College District and the Foundation for the one-month period ended July 31, 2024.

### 1. **General Fund** (Exhibit B)

**Revenues.** Revenues reported for July are 3.3% (\$346K) above last year with tuition and fees accounting for almost \$260K of the increase.

The budget for state subsidy (State Share of Instruction or SSI) is based on The Ohio Department of Higher Education's (ODHE) preliminary FY25 estimate for Columbus State, which is a 1.3% higher than last year. Final FY25 allocations will be provided by ODHE this fall.

Year-end revenue projections still reflect what the Board approved in May and will be updated once a better sense of Autumn semester enrollment is known. Autumn 2024 enrollment has been trending up compared to the Autumn 2023 and is trending favorable to budget for FY25 which included an increase in enrollment of 3.5%.

Term	Budgeted Credit Hours	Actual Credit Hours*	Budget to Actual Increase/ Decrease	Prior Year FTEs	Current Year FTEs*	% Variance
Summer 2024**	33,368	33,603	0.7%	4,517	4,870	7.8%
Autumn 2024	210,897					
Spring 2025	191,610					
Summer 2025**	39,171					

\* Summer 2024 current year credit hours and FTEs are preliminary estimates provided by the Office of Institutional Effectiveness (IE).  
\*\* Summer semester 2024 straddles both FY24 and FY25, with 46% of the revenue attributed to FY25. Likewise, Summer semester 2025 straddles both FY25 and FY26, with 54% of the revenue attributed to FY25.

**Expenses and Transfers.** Expenses reported for July are 4.7% (\$660K) higher than the same period last year. The increase is due primarily to higher summer instructional costs resulting from summer enrollment being up 7.8% over the prior year and other contractual increases, while expenses in other areas are down as a result of lower personnel costs due to more vacant positions. Year-end expense projections still reflect what the Board approved in May and will be updated once a better trend for spending patterns is established.

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

Bookstore revenues are up \$235K or 175%, compared to the same period last year, due to the timing of textbook sales for College Credit Plus; these transactions took place in August last year. Parking revenue is \$11K as of July. Parking revenue reported by the third-party service provider is generally one month in arrears; while the parking management service agreement commenced in FY24, the first revenue recognized was in August 2023. Overall, Auxiliary expenses are down \$12K compared to last year, primarily due to the timing of expenses for Parking that occurred and was recorded in July last year but for this year, activity for July did not get recorded until August. Food Service revenues are relatively flat compared to last year, increasing by \$3K over FY24.

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

Contributions can vary significantly from year to year and are down \$128K, or 36.6%, from last year, largely due to two gifts in FY24 totaling \$153,000 for a culinary scholarship & rental assistance program. Investment earnings, excluding the Mitchell Hall and OhioHealth endowment portfolios, increased \$184K over last year, or 129%. Unrestricted expenses are up 45.8% compared to last year, mainly due to increased investment fees and expenditures for outreach activities including the Welcome Team for the beginning of Autumn semester.

## 4. **Investments**

The College's portfolio is invested consistent with its investment policy, with 21.44% currently invested in STAR Ohio and other money markets, and the balance in various federal agencies, municipal bonds, and treasury notes. Of the \$1.6M net interest income reported on Exhibit B, \$1.3M is net unrealized income while \$311K is realized. Earnings on bond proceeds are not part of the earnings reported on Exhibit B; earnings on tax collections for the voted bond issue debt service will be recorded on Exhibit B throughout the year but none were recorded in July as part of the \$1.6M reported on Exhibit B row (31), column [B].



**COLUMBUS STATE COMMUNITY COLLEGE  
BALANCE SHEET AT JULY 31, 2024  
With Comparative Figures at July 31, 2023**

**EXHIBIT A**

<u>Assets</u>	<u>July 31, 2024</u>	<u>July 31, 2023</u>	<u>Liabilities and Fund Balance</u>	<u>July 31, 2024</u>	<u>July 31, 2023</u>
<b>Current Funds</b>			<b>Current Funds</b>		
<b>Unrestricted</b>			<b>Unrestricted</b>		
<b>Educational and general</b>			<b>Educational and general</b>		
Cash	\$ 13,633,018	\$ 10,345,876	Accounts payable	\$ 29,239,202	\$ 24,664,963
Investments (including money markets at cost and treasury bills and agency discount notes at market - (note 1)	126,968,404	126,515,471	Deferred income		
Accounts receivable, net of allowance for doubtful accounts	35,892,579	31,727,971	Student tuition	31,517,645	28,093,293
Interest receivable	-	-	Lab fees and credit bank	313,993	326,817
Prepaid expense	2,158,881	2,730,237	Interfund transfers	11,777,641	12,169,231
Other Assets	42,823	33,898	Fund balances (Exhibit C):		
Total educational & general	<u>\$ 178,695,705</u>	<u>\$ 171,353,453</u>	Allocated	69,461,979	87,860,248
			Unallocated	36,385,245	18,238,901
			Total fund balances	<u>105,847,223</u>	<u>106,099,149</u>
			Total educational & general	<u>\$ 178,695,705</u>	<u>\$ 171,353,453</u>
<b>Auxiliary enterprise</b>			<b>Auxiliary enterprise</b>		
Cash	\$ 4,744,485	\$ 3,006,684	Accounts payable	\$ 536,601	\$ 1,078,636
Investments	11,676,073	11,038,562	Interfund transfers	1,469,679	1,197,898
Accounts receivable	676,632	658,675	Fund balances (Exhibit D):		
Inventories, at cost as defined (note 2)	1,515,865	2,535,932	Allocated	247,000	116,955
Other Assets	70,178	70,178	Unallocated	16,429,953	14,916,542
Due from grant funds	-	-	Total fund balances	<u>16,676,953</u>	<u>15,033,497</u>
Total auxiliary enterprise	<u>18,683,233</u>	<u>17,310,031</u>	Total auxiliary enterprise	<u>18,683,233</u>	<u>17,310,031</u>
Total unrestricted	<u>\$ 197,378,938</u>	<u>\$ 188,663,484</u>	Total unrestricted	<u>\$ 197,378,938</u>	<u>\$ 188,663,484</u>
<b>Total current funds</b>	<u>\$ 197,378,938</u>	<u>\$ 188,663,484</u>	<b>Total current funds</b>	<u>\$ 197,378,938</u>	<u>\$ 188,663,484</u>
	[A]	[B]		[C]	[D]

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

(Continued)

**COLUMBUS STATE COMMUNITY COLLEGE  
BALANCE SHEET AT JULY 31, 2024  
With Comparative Figures at July 31, 2023**

**EXHIBIT A  
(Continued)**

<u>Assets</u>	<u>July 31, 2024</u>	<u>July 31, 2023</u>		<u>Liabilities and Fund Balance</u>	<u>July 31, 2024</u>	<u>July 31, 2023</u>	
<b>Plant funds</b>			(1)	<b>Plant funds</b>			(1)
Unexpended			(2)	Unexpended			(2)
State appropriations receivable	\$ -	\$ -	(3)	Fund balances			(3)
Capital Improvement Fund	1,705,995	1,614,732	(4)	Restricted	\$ 1,705,995	\$ 1,614,732	(4)
Total unexpended	1,705,995	1,614,732	(5)	Total unexpended	1,705,995	1,614,732	(5)
Cash from Bond Proceeds	1,534,215	2,499,616	(6)				(6)
Investments	147,317,335	148,769,318	(7)	Investment in plant:			(7)
Deposit with trustees/Bond Retirement Fund	183,052	1,089,013	(8)	Interfund transfers	-	-	(10)
Interfund transfers	22,456,938	11,516,280	(9)	Interest payable	-	-	(11)
Land	31,103,333	31,103,333	(10)	Subscription Liability	11,452,009	11,452,009	(12)
Improvements other than buildings	16,598,330	16,598,330	(11)	Accounts payable	150,202	1,341,417	(13)
Buildings	218,606,818	218,606,818	(12)	Bonds payable	133,877,531	144,851,455	(14)
Movable equipment, furniture and library books	67,022,708	65,629,872	(14)	Leased Liabilities	8,414,837	8,414,837	(15)
Construction-in-progress	32,355,115	16,944,346	(15)				(16)
Leased Assets	8,759,772	8,759,772	(16)	Net investment in plant	230,328,781	201,565,030	(18)
Noncurrent Intangible Assets	12,471,514	12,471,514	(17)				(19)
Other Assets	28,281	28,281	(18)	Total investment in plant	384,223,360	367,624,748	(20)
Less: accumulated depreciation	(174,214,050)	(166,391,745)	(19)	Total plant funds	\$ 385,929,356	\$ 369,239,480	(21)
Total investment in plant	384,223,360	367,624,748	(20)		[C]	[D]	
Total plant funds	\$ 385,929,356	369,239,480	(21)				
	[A]	[B]					

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

**COLUMBUS STATE COMMUNITY COLLEGE  
OPERATIONAL BUDGET COMPARISON  
FOR THE ONE MONTH ENDED JULY 31, 2024  
With Comparative Figures at July 31, 2023**

**EXHIBIT B**

	FY 25			FY 24			FY 25 Projected Year End		FY 24 Projected Year End	
	Budget as approved May 2024	Expended to Date (Actual & Encumbrances)	% of Budget Expended to Date	Revised Budget as approved January 2024	Expended to Date (Actual & Encumbrances)	% of Budget Expended to Date	FY 25 Projected Year End	Projected % of Budget	FY 24 Projected Year End	% of Budget
<b>Revenues</b>										
<b>Appropriations</b>										
Subsidy	\$ 79,181,012	\$ 6,598,418	8.33%	\$ 78,173,195	\$ 6,545,695	8.37%	\$ 79,181,012	100.00%	\$ 78,173,193	100.00% (1)
	79,181,012	6,598,418	8.33%	78,173,195	6,545,695	8.37%	79,181,012	100.00%	78,173,193	100.00% (2)
<b>Student</b>										
Tuition	81,195,285	3,087,204	3.80%	77,209,396	2,795,618	3.62%	81,195,285	100.00%	76,989,178	99.71% (3)
Fees	3,489,275	814,435	23.34%	3,037,532	696,617	22.93%	3,489,275	100.00%	2,863,776	94.28% (4)
Special Courses	2,627,000	236,182	8.99%	2,484,866	385,225	15.50%	2,627,000	100.00%	2,520,951	101.45% (5)
	87,311,560	4,137,821	4.74%	82,731,794	3,877,460	4.69%	87,311,560	100.00%	82,373,905	99.57% (6)
<b>Contracted Services</b>										
Net	1,075,449	8,844	0.82%	1,103,497	9,043	0.82%	1,075,449	100.00%	705,564	63.94% (7)
	1,075,449	8,844	0.82%	1,103,497	9,043	0.82%	1,075,449	100.00%	705,564	63.94% (8)
<b>Other</b>										
Partnership Revenue	61,647	4,000	6.49%	105,633	15,454	14.63%	61,647	100.00%	57,836	54.75% (9)
Miscellaneous	1,172,265	117,469	10.02%	1,131,369	72,641	6.42%	1,172,265	100.00%	1,287,073	113.76% (10)
Transfer In for Debt Service	980,101	-	0.00%	995,044	-	0.00%	980,101	100.00%	995,044	100.00% (11)
Mitchell Hall Transfer In	-	-	-	400,000	-	-	-	-	400,000	100.00% (12)
	2,214,013	121,469	5.49%	2,632,046	88,096	3.35%	2,214,013	100.00%	2,739,953	104.10% (13)
Total Revenues	169,782,034	10,866,552	6.40%	164,640,532	10,520,294	6.39%	169,782,034	100.00%	163,992,615	99.61% (14)
<b>Operating Expenditures</b>										
Instruction and Department Research	83,138,210	6,132,574	7.38%	72,476,631	4,316,830	5.96%	83,138,210	100.00%	79,698,544	109.96% (15)
Public Service	436,562	27,790	6.37%	483,158	37,475	7.76%	436,562	100.00%	432,886	89.60% (16)
Academic Support	7,458,272	658,478	8.83%	7,421,989	662,394	8.92%	7,458,272	100.00%	7,457,371	100.48% (17)
Student Services	18,553,390	1,438,298	7.75%	19,129,745	1,642,712	8.59%	18,553,390	100.00%	18,037,609	94.29% (18)
Institutional Support	41,997,479	5,178,007	12.33%	50,181,416	5,776,323	11.51%	41,997,479	100.00%	39,883,396	79.48% (19)
Operation and maintenance of plant	17,544,759	1,076,661	6.14%	17,304,123	1,415,900	8.18%	17,544,759	100.00%	17,182,356	99.30% (20)
Transfer for debt service	2,159,798	179,983	8.33%	2,159,798	179,983	8.33%	2,159,798	100.00%	2,159,798	100.00% (21)
Total Expenditures	171,288,470	14,691,792	8.58%	169,156,860	14,031,616	8.30%	171,288,470	100.00%	164,851,960	97.46% (22)
<b>Non-operating &amp; Encumbered</b>										
Transfer for Capital Equipment	600,000	See Exhibit C		600,000	See Exhibit C		600,000	N/A	600,000	N/A (23)
Transfer for Capital Improvements	500,000			900,000			500,000	N/A	900,000	N/A (24)
Transfer for Student Success & Innovation	-			-			-	N/A	-	N/A (25)
Transfer for Scholarships	-			-			-	N/A	-	N/A (26)
Transfer for Technology Initiatives	820,000			820,000			820,000	N/A	820,000	N/A (27)
Transfer for Accumulated Lab Fees	-			-			-	N/A	641,000	N/A (28)
Total expenditures and transfers	173,208,470	14,691,792	8.48%	171,476,860	14,031,616	8.18%	173,208,470	100.00%	167,812,960	97.86% (29)
Operational Revenues	(3,426,436)	(3,825,240)	N/A	(6,836,328)	(3,511,322)	N/A	(3,426,436)	N/A	(3,820,345)	N/A (30)
Interest Income - Realized and Unrealized (see cover mem)	-	1,639,731	-	-	450,291	-	1,639,731	-	7,305,343	- (31)
Net Operating Revenues	\$ (3,426,436)	\$ (2,185,509)	-	\$ (6,836,328)	\$ (3,061,031)	-	\$ (1,786,705)	-	\$ 3,484,998	- (32)
Reserve expenditures from Exhibit C	(3,426,436)	933,918		(6,836,328)	(268,298)		933,918	*		(33)
Net Revenues/(Expenditures)	\$ (3,426,436)	\$ (3,119,427)		\$ (6,836,328)	\$ (3,329,329)		\$ (2,720,623)		\$ 3,484,998	(34)
	[A]	[B]	[C]	[D]	[E]	[F]	[G]	[H]	[I]	[J]

\*As it is very early in the fiscal year, the amount in [G](33) 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 ONE MONTH ENDED JULY 31, 2024**

**EXHIBIT C**

	Preliminary Balance at June 30, 2024	Net Change for Current Period	Board Approved Adjustments	Transfers	Expenditures	Balance at July 31, 2024	
Unrestricted							
Allocated							
Capital Improvements & Land Acquisition	\$ 6,288,082	\$ -	\$ -	\$ -	\$ (1,168)	\$ 6,286,914	(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	283,015	-	-	-	(40,197)	242,818	(5)
Fire Science	318,660	-	-	-	-	318,660	(6)
Capital Improvements - Other	1,001,765	-	-	-	-	1,001,765	(7)
Mitchell Hall Start-Up Costs	-	-	-	-	-	-	(8)
COVID-19	165,146	-	-	-	-	165,146	(9)
Capital Equipment	4,805,504	-	-	-	-	4,805,504	(10)
Budget/Tuition Stabilization	20,756,987	-	-	-	-	20,756,987	(11)
Accumulated Lab Fees	1,130,370	-	-	-	(9,951)	1,120,419	(12)
Broadbanding	103,337	-	-	-	-	103,337	(13)
Scholarships	703,920	-	-	-	(250)	703,670	(14)
Student Success and Innovation	13,991,939	-	-	-	(51,687)	13,940,252	(15)
Strategic Growth Initiatives	-	-	-	-	-	-	(16)
Technology Initiatives	5,100,891	-	-	-	(646,679)	4,454,213	(17)
Human Capacity Development/Wellness	217,088	-	-	-	-	217,088	(18)
Campus Safety Initiatives	176,134	-	-	-	-	176,134	(19)
Energy Efficiency/Sustainability Initiatives	1,570,416	-	-	-	-	1,570,416	(20)
Health Care Self-Insurance Escrow	1,241,018	-	-	-	-	1,241,018	(21)
Health Care HSA Incentive	86,636	-	-	-	-	86,636	(22)
Self-Insured Workers Compensation Benefits	152,500	-	-	-	-	152,500	(23)
One-Time Compensation	535,104	-	-	-	-	535,104	(24)
Partnerships for Student Success	20,529	-	-	-	-	20,529	(25)
Recovery Reserve	11,206,089	-	-	-	(183,986)	11,022,102	(26)
	\$ 70,395,897	\$ -	\$ -	\$ -	\$ (933,918)	\$ 69,461,979	(27)
	[A]	[B]	[C]	[D]	[E]	[F]	

**COLUMBUS STATE COMMUNITY COLLEGE  
OPERATIONAL BUDGET COMPARISON FOR AUXILIARY SERVICES  
FOR THE ONE MONTH ENDED JULY 31, 2024  
With Comparative Figures at July 31, 2023**

**EXHIBIT D**

	FY 25			FY 24			FY 25 Projected Year End		FY 24 Projected Year End		
	Budget as approved May 2024	Actual to Date	% of Budget Expended to Date	Revised Budget as approved January 2024	Actual to Date	% of Budget Expended to Date	FY 25 Projected Year End	Projected % of Budget	FY 24 Projected Year End	% of Budget	
<b>Auxiliary</b>											
Sales/Revenues											
Bookstore	\$ 8,632,427	\$ 369,468	4.28%	\$ 8,864,489	\$ 134,500	1.52%	\$ 8,632,427	100.00%	\$ 9,700,877	109.44%	(1)
Food Services	220,000	89,063	40.48%	205,000	85,760	41.83%	220,000	100.00%	225,477	109.99%	(2)
Parking	825,000	10,655	1.29%	574,167	35	0.01%	825,000	100.00%	904,339	157.50%	(3)
Total Revenues	9,677,427	469,186	4.85%	9,643,656	220,295	2.28%	9,677,427	100.00%	10,830,693	112.31%	(4)
Cost of Goods Sold											
Bookstore	6,989,221	184,093	2.63%	\$7,429,477	74,782	1.01%	6,989,221	100.00%	7,388,181	99.44%	(5)
Food Service	500	-	-	500	-	-	500	100.00%	500	-	(6)
Gross Margin	2,687,706	285,093	10.61%	2,213,679	145,513	6.57%	2,687,706	100.00%	3,442,012	155.49%	(7)
Operating Expenses											
Bookstore	1,439,980	125,190	8.69%	1,338,258	128,904	9.63%	1,439,980	100.00%	1,313,418	98.14%	(8)
Food Services	95,827	7,576	7.91%	95,388	7,093	7.44%	95,827	100.00%	86,731	90.92%	(9)
Parking	411,753	-	0.00%	294,069	6,791	2.31%	411,753	100.00%	311,753	106.01%	(10)
Auxiliary Administration	289,482	17,067	5.90%	273,953	18,775	6.85%	289,482	100.00%	204,482	74.64%	(11)
Total Expenses	2,237,042	149,833	6.70%	2,001,668	161,563	8.07%	2,237,042	100.00%	1,916,384	95.74%	(12)
Auxiliary Net Operating Income/(Loss)	450,664	135,260	30.01%	212,011	(16,050)	-7.57%	450,664	100.00%	1,525,628	719.60%	(13)
Net Income/(Loss)											
Bookstore	203,226	60,185	29.61%	96,754	(69,186)	-71.51%	203,226	100.00%	999,278	1032.80%	(14)
Food Services	123,673	81,487	65.89%	109,112	78,667	72.10%	123,673	100.00%	138,246	126.70%	(15)
Parking	413,247	10,655	2.58%	280,098	(6,756)	-2.41%	413,247	100.00%	592,586	211.56%	(16)
Auxiliary Administration	(289,482)	(17,067)	5.90%	(273,953)	(18,775)	6.85%	(289,482)	100.00%	(204,482)	74.64%	(17)
CARES Offset/Transfer-In from Recovery Reserve	-	-	-	-	-	-	-	-	-	-	(18)
Net Auxiliary Income/(Loss)	\$ 450,664	\$ 135,260	0.00%	\$ 212,011	\$ (16,050)	-	\$ 450,664	0.00%	\$ 1,525,628	-	(19)
Non-operating Revenues/Expenditures	(125,000)	-	-	(20,000)	-	-	(125,000)	-	-	-	(20)
College Credit Plus	-	-	-	-	-	-	-	-	-	-	(21)
College Strategic Priorities	(125,000)	(3,000)	-	(100,000)	(3,045)	-	(125,000)	-	(35,000)	-	(22)
Food Services/Renovations	-	-	-	-	-	-	-	-	-	-	(23)
Transfer for Debt Service	-	-	-	-	-	-	-	-	-	-	(24)

**COLUMBUS STATE COMMUNITY COLLEGE  
CASH FLOW FORECAST  
AS OF JULY 31, 2024**

**EXHIBIT E**

	Actual February 2024	Actual March 2024	Actual April 2024	Actual May 2024	Actual June 2024	Actual July 2024	
Beginning Cash	\$ 13,109,391	7,288,574	8,702,775	12,847,757	10,123,615	3,158,550	(1)
Cash Receipts	12,018,702	9,251,992	9,092,360	15,337,945	12,364,852	10,387,768	(2)
Cash Disbursements	(16,269,088)	(12,163,612)	(15,006,034)	(20,901,777)	(17,371,447)	(15,543,021)	(3)
Financial Aid	7,429,569	325,821	58,656	2,839,690	41,531	132,749	(4)
Outflow for investments	(9,000,000)	-	-	-	(2,000,000)	-	(5)
Inflow from investments	-	4,000,000	10,000,000	-	-	10,000,000	(6)
Ending Cash	<u>\$ 7,288,574</u>	<u>8,702,775</u>	<u>12,847,757</u>	<u>10,123,615</u>	<u>3,158,550</u>	<u>8,136,046</u>	(7)

	Forecasted August 2024	Forecasted September 2024	Forecasted October 2024	Forecasted November 2024	Forecasted December 2024	Forecasted January 2025	
Beginning Cash	\$ 8,136,046	5,196,046	5,656,046	5,418,046	5,008,046	5,136,531	(8)
Cash Receipts	6,200,000	19,600,000	3,102,000	9,880,000	4,478,486	20,050,000	(9)
Cash Disbursements	(14,140,000)	(14,140,000)	(13,840,000)	(15,640,000)	(12,840,000)	(12,140,000)	(10)
Financial Aid	13,000,000	4,000,000	8,500,000	350,000	(510,000)	7,800,000	(11)
Outflow for investments	(8,000,000)	(9,000,000)	-	-	-	(15,000,000)	(12)
Inflow from investments	-	-	2,000,000	5,000,000	9,000,000	-	(13)
Ending Cash	<u>\$ 5,196,046</u>	<u>5,656,046</u>	<u>5,418,046</u>	<u>5,008,046</u>	<u>5,136,531</u>	<u>5,846,531</u>	(14)

**COLUMBUS STATE COMMUNITY COLLEGE DEVELOPMENT FOUNDATION  
BALANCE SHEET AT JULY 31, 2024  
With Comparative Figures at July 31, 2023**

<u>Assets</u>	<u>July 31, 2024</u>	<u>July 31, 2023</u>	
Cash	\$ 4,422,869	\$ 6,603,625	(1)
Investments at market value (see note)	13,634,736	12,303,137	(2)
Investments for Mitchell Hall at market value	4,311,261	4,099,976	(3)
Investments for OhioHealth Endowment at market value	26,527,344	25,027,892	(4)
Pledges Receivable - Mitchell Hall	868,488	1,746,618	(5)
Pledges Receivable - Other	2,201,449	3,141,301	(6)
Accounts Receivable	1,698,353	-	(7)
Other Assets	<u>377,123</u>	<u>377,123</u>	(8)
Total Assets	<u>\$ 54,041,623</u>	<u>\$ 53,299,672</u>	(9)
<u>Liabilities</u>			
Interfund transfers	\$ (1,098,928)	\$ 147,188	(10)
Deferred Revenue	8,899	3,357	(11)
Pledge Payable	-	-	(12)
Trade Payables	<u>6,218</u>	<u>477,302</u>	(13)
Total Liabilities	<u>(1,083,811)</u>	<u>627,847</u>	(14)
<u>Fund balance</u>			
Permanently Restricted	32,072,615	31,887,834	(15)
Temporarily Restricted	16,776,052	14,720,784	(16)
Unrestricted			
Allocated	63,574	86,634	(17)
Unallocated	<u>6,213,193</u>	<u>5,976,573</u>	(18)
Total fund balance	<u>55,125,434</u>	<u>52,671,825</u>	(19)
Total Liabilities and fund balance	<u>\$ 54,041,623</u>	<u>\$ 53,299,672</u>	(20)
	[A]	[B]	

Note: Investments

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

	<u>Cost</u>	<u>Market</u>	<u>Percent of Portfolio</u>
Cash & Equivalents	\$ 19,416,223	19,632,566	44.14%
Equities	11,026,985	12,968,639	29.16%
Fixed Income	12,167,804	11,872,136	26.70%
Mutual Funds	<u>-</u>	<u>-</u>	0.00%
Total Investments	<u>\$ 42,611,012</u>	<u>\$ 44,473,341</u>	<u>100.00%</u>

EXHIBIT G

COLUMBUS STATE COMMUNITY COLLEGE DEVELOPMENT FOUNDATION  
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE  
FOR THE ONE MONTH ENDED JULY 31, 2024  
With Comparative Figures at July 31, 2023

	July 31, 2024					July 31, 2023	
	Unrestricted		Temporarily	Permanently	Total All	Total All	
	Allocated	Unallocated	Restricted	Restricted	Funds	Funds	
Revenue							
Contributions							
Scholarships and Programs	\$ -	\$ 12,756	\$ 16,985	\$ 996	\$ 30,737	\$ 171,821	(1)
Taste the Future	-	156,625	-	-	156,625	175,466	(2)
Contributions for Columbus State	-	-	33,348	-	33,348	1,023	(3)
Mitchell Hall	-	-	33	-	33	33	(4)
Creative Campus	-	-	-	-	-	-	(5)
Administration Fee Income	-	-	-	-	-	-	(6)
Rental Income	-	-	-	-	-	-	(7)
Interest Income	-	2,324	263	-	2,587	4,018	(8)
Investment Income							
Realized	-	11,852	39,456	-	51,308	55,973	(9)
Unrealized	-	63,781	212,251	-	276,032	87,261	(10)
Investment income - Mitchell Hall							
Realized	-	-	12,678	-	12,678	11,328	(11)
Unrealized	-	-	14,578	-	14,578	4,465	(12)
Investment income - OhioHealth							
Realized	-	-	48,444	-	48,444	-	(13)
Unrealized	-	-	237,458	-	237,458	27,892	(14)
Investment income-subtotal	-	75,633	564,865	-	640,498	186,919	(15)
Total revenues	-	247,338	615,494	996	863,828	539,280	(16)
Expenditures							
Scholarships and Programs	-	-	72,286	-	72,286	40,114	(17)
Contributions to Columbus State	-	-	56,099	-	56,099	7,307	(18)
Corporate Gift	-	-	4,413	-	4,413	-	(20)
Creative Campus	-	-	-	-	-	-	(21)
Mitchell Hall	-	-	-	-	-	-	(22)
Administrative Fee Expense	-	-	-	-	-	-	(23)
Management and general	3,021	80,931	128	-	84,080	57,666	(24)
Total expenditures	3,021	80,931	132,926	-	216,878	105,087	(25)
Excess (deficit) of revenues over expenditures	(3,021)	166,407	482,568	996	646,950	434,193	(26)
Transfers	-	-	-	-	-	-	(27)
Other Board Distributions	-	-	-	-	-	-	(28)
Fund balance at beginning of period	66,595	6,046,786	16,293,484	32,071,619	54,478,484	52,237,632	(29)
Fund balance at end of period	\$ 63,574	\$ 6,213,193	\$ 16,776,052	\$ 32,072,615	\$ 55,125,434	\$ 52,671,825	(30)
	[A]	[B]	[C]	[D]	[E]	[F]	



**COLUMBUS STATE COMMUNITY COLLEGE  
NOTES TO FINANCIAL STATEMENTS  
AS OF JULY 31, 2024**

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	\$ 9,416,587	\$ 9,416,587	5.43%	1
STAR Ohio/Plant	1,705,995	1,705,995	5.43%	1
STAR Ohio/Auxiliary	3,019,725	3,019,725	5.43%	1
STAR 2020A Bonds	2,839,832	2,839,832	5.43%	1
STAR 2020B Bonds	905,632	905,632	5.43%	1
CSCC Operating Fund	118,154,610	117,551,817	3.23%	916
Auxiliary Services	8,726,251	8,656,348	2.88%	920
2020B Bond Proceeds	56,007,236	55,415,368	2.79%	201
2020B Bond Proceeds PNC	61,621,102	59,842,898	5.03%	230
County Proceeds	18,027,726	18,272,880	5.25%	252
Plant Fund	10,164,536	10,040,725	2.78%	891
	<u>\$ 290,589,231</u>	<u>\$ 287,667,807</u>		

\* Weighted

<u>Portfolio Composition</u>	<u>Type</u>	<u>% of Total</u>
	STAR Ohio	6.22%
	Agencies	23.63% *
	Municipal Bonds	18.83%
	Corporate Issues	14.56%
	Treasury Notes	21.53%
	Stocks	0.00%
	Cash & Equivalents	15.23%
		<u>100.00%</u>

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

2) **Inventories**

Bookstore inventories at year-end are stated at actual cost. A complete physical inventory is taken annually and adjustments, if any, are recorded.

Inventory is valued using the FIFO method for the Retail Operations in Mitchell Hall. Inventory is taken quarterly 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 \$775,000 to \$9,930,000 with interest rates of .47% to 5%, the final installment being due in 2041. Approximately \$19.4M 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 and from the Development Foundation from funds raised through a capital campaign. The balance of the bonds, nearly \$115.2M, 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 and to accept faculty and staff resignations.

### **FOR INFORMATION ONLY**

**COLUMBUS STATE COMMUNITY COLLEGE**

**BOARD OF TRUSTEES**

**INFORMATION ONLY**

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

<u>NAME</u>	<u>POSITION</u>	<u>DEPARTMENT</u>	<u>DATE</u>	<u>SALARY</u>
Autumn Ewing	Coordinator	Payroll	7/1/2024	\$60,000
Michelle Whited	Coordinator	The Office of Talent Strategy	7/8/2024	\$55,000
Stacy Grover	Academic Office Specialist	Psychology and Education	7/15/2024	\$38,480
Jordan Young	Human Resources Coordinator	HR Systems & Operations	7/15/2024	\$45,115
Eugene Ayeh	Accountant	Grants Accounting & Reporting	7/15/2024	\$50,586
Timothy Martin	Career Educator	Admissions - Pooled	7/15/2024	\$52,000
Felicia Circelli	Coordinator	Conference Center	7/15/2024	\$53,206
Josh Hoy	Coordinator	Conference Center	7/15/2024	\$53,206
Lizzy Elwell	Coordinator	Conference Center	7/22/2024	\$53,206
Alex Perez	Accountant	Cashiers & Student Accounting	8/5/2024	\$50,586
Jeanne Graessle	Annually Contracted Faculty	Engineering Technology	8/11/2024	\$47,616
Gabriel Walters	Instructor	Information Systems Technology	8/11/2024	\$50,933
Alex Teffenhardt	Instructor	Transportation Maint. Tech	8/11/2024	\$51,542
Divya Lalitha Vydula	Instructor	Information Systems Technology	8/11/2024	\$51,542
Diana Powers	Instructor	Mathematics	8/11/2024	\$53,525
Matthew Zarzeczny	Instructor	Humanities	8/11/2024	\$55,507
Adam Viney	Instructor	Design, Construction & Trades	8/11/2024	\$55,507
Ashley Borgemenke	Instructor	Health Professions & Wellness	8/11/2024	\$51,542
Chelsie Johnson	Annually Contracted Faculty	Allied Health Professions	8/11/2024	\$47,616

Deliah Kolasinski	Instructor	Nursing	8/11/2024	\$55,507
Jacinda Baker	CCP - ACF	Mathematics	8/11/2024	\$47,616
Joel O'Donnell	Instructor	Hospitality Mgt/Culinary Arts	8/11/2024	\$55,507
Kelly Speirs	Annually Contracted Faculty	Allied Health Professions	8/11/2024	\$47,616
Krystal Phillips	Annually Contracted Faculty	Health Professions & Wellness	8/11/2024	\$47,616
Lara Pack	Instructor	Nursing	8/11/2024	\$53,525
Mark McCulloch	CCP - ACF	Mathematics	8/11/2024	\$47,616
Molly Wiley	Instructor	Nursing	8/11/2024	\$47,616
Seth Smith	Instructor	Languages and Communication	8/11/2024	\$53,525
Susan Hogan	CCP - ACF	English	8/11/2024	\$47,616
Valerie Cumming	Annually Contracted Faculty	English	8/11/2024	\$47,616
Olivia Schumann	Culinary Coordinator	Hospitality Mgt/Culinary Arts	8/19/2024	\$37,440
LyRie Parsons	Culinary Coordinator	Hospitality Mgt/Culinary Arts	8/22/2024	\$37,440

## 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>
Tamara Daniels	Assistant Director, Grants Accounting	Accounting Services	7/5/2024
Anthony Heath	Facilities Support	Facilities Operations & Mailroom Services	7/5/2024
Sarah Madtes	Counselor	Counseling Services	7/11/2024
Megan Hale	Police Officer	Patrol	7/12/2024
Jazmin Melvin	Student Services Specialist	Student Central (Misty Mahefkey	7/18/2024
Amadea Jennings	Advisor	Accessibility and Testing	7/22/2024
Ema Davis	Specialist	Advising and Career Services	7/23/2024
George Johnson-Gamm	Supervisor, Academic Technology Services	IT Support Services	7/26/2024
Kristopher Alexander	Associate Professor	Justice and Safety	7/27/2024
Pete Hackman	Supervisor, Food Services	Conference Center	7/31/2024
Karen Cicchillo	Coordinator	Conference Center	8/2/2024
Skip Stocksdale	Technician II	IT Support Center	8/5/2024
Michael Hoepf	Counselor	Advising and Career Services	8/7/2024
Jonathan Packer	Professor	Justice and Safety	8/10/2024
Monica Thomas	CCP - ACF	Mathematics	8/10/2024
Allie Mackey	Project Manager	Partnerships and Programs (Cheryl Hay	8/16/2024
Paige Lauren Rossi	Student Services Specialist	Placement Testing	8/19/2024
Susan Goeschl	Program Coordinator	Student Engagement & Belonging	8/23/2024
Elizabeth Betzel	Professor	Mathematics	8/26/2024

September 2024

Tandy Hamm	Business Partner	Labor & Employee Relations	8/27/2024
Tonia Dunson-Dillard	Coordinator	K-12 Partnerships	8/28/2024
Tyrone Spencer	Program Coordinator	Health & Human Services	8/30/2024
Anthony Owensby	Grounds/Facilities Technician	Facilities Operations & Mailroom Services	8/31/2024