

COLUMBUS STATE

COMMUNITY COLLEGE

BOARD OF TRUSTEES

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A G E N D A
BOARD OF TRUSTEES MEETING
Thursday, July 28, 2016
Union Hall Cafeteria, Room 114
6:00 p.m.

- I. Call to Order
- II. Roll Call
- III. Certification of Conformity with Section §121.22(F) of the Ohio Revised Code
- IV. College's Mission and Vision Statements
- V. Opening Remarks from Chair Flowers
- VI. Opening Remarks and Introductions from President Harrison
- VII. Special Recognitions
- VIII. Approval of Minutes
- IX. Revise Current Policy No. 3-03, Performance Management
Rescind Current Policy No. 3-19, Employee Performance Appraisal..... 1
- X. Construction Contract Award..... 8
- XI. Preliminary Year-End Financial Statements for the Period Ending June 30, 2016 9
- XII. Personnel Information Items (Information Only)..... 22

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

COLUMBUS STATE COMMUNITY COLLEGE
BOARD OF TRUSTEES AGENDA
July 28, 2016
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- XIII. President's Report
- XIV. Old Business
- XV. New Business
- XVI. Public Participation
- XVII. Executive Session (*if needed*)
- XVIII. Adjournment

President's Office/vlh

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



COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

DATE: _____

SUBJECT:

Revise Current Policy No. 3-03, Performance Management
Rescind Current Policy No. 3-19, Employee Performance Appraisal

BACKGROUND INFORMATION:

Recent review of Policy No. 3-03 necessitated revisions to reflect the College's philosophy on performance expectations and promotions, and to align policy language with the College's new performance review system. The proposed amendments also shift from Policy No. 3-03 to Procedure 3-02 references to salary placement of new hires. The proposed revisions to Policy No. 3-03 incorporate the subjects addressed in Policy No. 3-19, and thus, rescission is proposed for Policy No. 3-19.

RECOMMENDATION:

That the Board of Trustees revises current Policy No. 3-03, Performance Management and rescinds current Policy No. 3-19, Employee Performance Appraisal, effective July 28, 2016.

COLUMBUS STATE COMMUNITY COLLEGE
POLICY AND PROCEDURE MANUAL

PERFORMANCE TALENT MANAGEMENT

Effective: June 1, 2008

(ADMINISTRATORS/MANAGERS AND NON-BARGAINING UNIT STAFF)

Policy 3-03

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(A) Purpose

The College needs talented employees, with a broad range of backgrounds and experience, to be able to excel at our mission and achieve our strategic goals. The College's ~~compensation system~~ TALENT MANAGEMENT SYSTEM is designed to support the institution to attract, engage, TRAIN, retain, motivate and reward individuals who can build and maintain an academic institution that exceeds student expectations. The compensation philosophy for covered staff and ~~administrators~~ SUPERVISORS will reflect a system that rewards high levels of performance, job engagement, competency development, leadership development, SCOPE OF RESPONSIBILITY, and years of service.

(B) Definitions

~~Career Enrichment Program (CEP): A joint commitment between an employee and supervisor focusing on enhancing and capitalizing on the strengths of the employee by participating in setting stretch goals and additional development opportunities, with expected results of increased skills and engagement.~~

Break in Service: Any employee who leaves the College for whatever reason and ~~is gone~~ for more than (30) thirty calendar days is considered to have a break in service for both salary and benefits, except where in conflict with the Ohio Revised Code.

Competencies: Knowledge, skills, abilities, and work behaviors that have been identified for each classification as necessary for contributing to employee and organizational success.

~~Core Competency~~ COMPETENCIES: ~~There are two sets of core~~ A SET OF competencies, one specific to the classification of the employee and one general set that identify competencies aligned with the College's mission, vision, and strategic goals, which are applicable to all positions.

Job Classification: A group of positions that are connected due to similarities in position attributes, nature, scope of work, and competencies required to meet business needs; sometimes referred to as a role; (e.g., Technician, Specialist, Office Associate, and Advisor).

Job Families: Major groupings of jobs that represent the general fields of work; (e.g., Administrative, Managerial, IT, Skilled Trades). The jobs within job families are similar in the broad character of work, but differ in terms of the level of responsibility, decision making, or complexity that the work may entail.

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PERFORMANCE BONUS: A COMPENSATION AWARD FOR SUCCESSFULLY COMPLETING A SPECIAL INITIATIVE, PROJECT, OR EXHIBITING EXEMPLARY PERFORMANCE IN JOB DUTIES, THE REQUEST OF WHICH MUST BE FORMALLY SUBMITTED TO HUMAN RESOURCES WITH THE APPROVAL OF THE APPLICABLE VICE PRESIDENT AND THE PRESIDENT.

Performance Review: ~~An annual~~ Written documentation of employee performance based on measurable outcomes of goals and objectives established collaboratively between supervisors and employees. It is a key tool for organizational effectiveness and the primary responsibility of each supervisor and manager to administer. Its main purposes are training and development, compensation, and personnel actions including transfer and promotion. FOR ANNUAL REVIEWS OF MANAGERIAL AND STAFF POSITIONS, THE PERFORMANCE PERIOD SHALL BE JANUARY 1ST THROUGH DECEMBER 31ST OF EACH YEAR, UNLESS ADJUSTED BY THE PRESIDENT FOR BUSINESS PURPOSES.

Performance Criteria: ~~The performance criteria include~~ core competencies, KEY job duties, and goals OF THE EMPLOYEE'S POSITION.

Performance Management: An on-going, two-way process of communication and partnership between a supervisor and an employee that occurs throughout the year to support accomplishing the goals and objectives of both. This process includes clarifying expectations, setting objectives, identifying goals, providing feedback, coaching, reviewing results, recognizing accomplishments, and taking corrective action.

Promotion-in Place: AN INCREASE IN PAY WITHOUT RECLASSIFICATION, SUBMITTED IN WRITING TO HUMAN RESOURCES, DUE TO EITHER INCREASED DUTIES, AN EXTERNAL MARKET ADJUSTMENT, AN INTERNAL PAY EQUITY ADJUSTMENT OR A COUNTEROFFER. ~~An opportunity for a CEP Participant to submit a portfolio demonstrating that he or she has gained experience, skill, and knowledge which will enhance performance in a current position. If this portfolio is accepted based on the established Portfolio Guidelines then the CEP Participant will be eligible to receive an increase of 5%. Promotion in place increases are limited to (3) three over the course of the employee's career at the College.~~

Salary Bands: Several similar/related job families combined or "banded" together into one group with a single salary structure.

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PERFORMANCE TALENT MANAGEMENT Effective: June 1, 2008
(ADMINISTRATORS MANAGERS AND NON-BARGAINING UNIT STAFF)
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(C) Guiding Principles

~~Alignment: It is the philosophy of the College to have policies and procedures associated with hiring, compensation, performance, job classification, and professional development aligned with each other to provide a comprehensive performance and talent management system. The College will establish job classifications and job families for administrators and staff positions as a means of determining fair and equitable pay, and which allow for greater mobility, flexibility and contribution within the organization.~~

(C) Performance Management

~~It is expected that the accomplishments of all staff and administrators SUPERVISORS at the College contribute to the successful completion of organizational goals and service delivery. Research has demonstrated that the most effective environment for this to occur is one where there is a comprehensive approach to performance management. To this end, the College has developed an initiative to train and support employees in implementing such an approach.~~

~~As part of the implementation, Employees will be provided with a set of tools for establishing and tracking performance criteria. These include a Planning Guide CREATED AT THE BEGINNING OF THE REVIEW YEAR that supervisors and employees will COLLABORATE UPON in using to establish performance criteria in the form of goals, CORE COMPETENCIES and KEY JOB RESPONSIBILITIES competencies, including the six College-wide competencies, for the upcoming performance year; a Mid-Year Review to take place at the six-month point; and an annual Employee Self-Review and Performance Review. REGULAR PERFORMANCE DISCUSSIONS SHOULD BE HELD used to AND documented THROUGHOUT and discuss accomplishments of the past year based on the criteria established in the Planning Guide. Supervisors are responsible for ensuring that each of these is completed for every employee RECEIVES FEEDBACK on an annual ON A CONSISTENT basis.~~

Each employee is expected, at minimum, to meet ACCOMPLISH performance expectations/objectives set in partnership with his or her supervisor for the employee's current position. As part of each employee's development, the obtaining or enhancement of the skills and competencies will be accomplished by setting goals and objectives as part of his or her annual Human Capacity Development plan. SUPERVISORS MUST MEET WITH ANY EMPLOYEE WHOSE PERFORMANCE IS FOUND LACKING AND ESTABLISH A PLAN WITH SPECIFIC PERFORMANCE OBJECTIVES TO ASSIST THE EMPLOYEE IN IMPROVING PERFORMANCE RESULTS.

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(D) Salary Administration INCREASES AND PERFORMANCE BONUSES

SALARY INCREASES MAY BE AWARDED WHEN AN EMPLOYEE HAS RECEIVED A PERFORMANCE REVIEW ESTABLISHING ACCOMPLISHMENT OF PERFORMANCE EXPECTATIONS AND GOALS DESCRIBED IN THEIR PERFORMANCE PLAN. EMPLOYEES MAY RECEIVE A PERCENTAGE INCREASE WHENEVER ONE IS ESTABLISHED BY THE PRESIDENT AND APPROVED BY THE BOARD OF TRUSTEES, UNLESS AN EMPLOYEES' PERFORMANCE IS DETERMINED TO BE UNSATISFACTORY OR WHEN AN EMPLOYEE HAS RECEIVED DISCIPLINARY ACTION DURING THE YEAR PRIOR. EMPLOYEES WHOSE PERFORMANCE IS DEEMED UNSATISFACTORY MAY NOT RECEIVE THE PERCENTAGE INCREASE UNLESS EXEMPTED BY THE APPLICABLE VICE PRESIDENT.

UPON PERFORMANCE REVIEW, SUPERVISORS OF EMPLOYEES WITH EXEMPLARY PERFORMANCE MAY SUBMIT A FORMAL REQUEST FOR A PERFORMANCE BONUS OF UP TO \$5,000.

- (1) NEW EMPLOYEES ARE NOT ELIGIBLE FOR A PAY INCREASE UNTIL THEY HAVE SUCCESSFULLY COMPLETED THEIR PROBATIONARY PERIOD. IN ADDITION, NEW EMPLOYEES MUST HAVE STARTED AT THE COLLEGE SIX MONTHS PRIOR TO THE AWARD DATE OF ANY ANNUAL INCREASES, ONE-TIME COMPENSATION OR PERFORMANCE BONUSES IN ORDER TO BE ELIGIBLE.
- (2) JOB FAMILIES: THE HUMAN RESOURCES DEPARTMENT IS RESPONSIBLE FOR MAINTAINING AND MONITORING THE INTEGRITY OF CLASSIFICATION PLANS, INCLUDING THE CREATION, ADJUSTMENT AND DEVELOPMENT OF ALL CLASSIFICATIONS AND JOB FAMILIES. ALL JOB CLASSIFICATIONS WILL BE PLACED IN A JOB FAMILY FOR SALARY ADMINISTRATION AND PERFORMANCE MANAGEMENT PURPOSES. EACH CLASSIFICATION WILL THEN BE PLACED INTO THE APPROPRIATE SALARY BROADBAND BASED ON A NUMBER OF FACTORS THAT INCLUDE, BUT ARE NOT LIMITED TO: KNOWLEDGE, SKILLS, ABILITIES, RESPONSIBILITIES AND DUTIES OF THE POSITION, AND HOW THE POSITION COMPARES TO OTHER BENCHMARKED POSITIONS INTERNALLY AND EXTERNALLY.

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- (3) Salary Bands: Administrative SUPERVISORY and staff positions will be placed into a system of broad salary bands. The size and shape of the bands will be determined by the market data and benchmarked classifications with consideration of providing an opportunity for salary growth.
- (4) Progression within Salary Bands: Administrators-SUPERVISORS' and staff employees' salary movement through their respective salary bands will be based on a review of their performance, engagement, competency development, LEADERSHIP DEVELOPMENT, SCOPE OF RESPONSIBILITY and years of service. The College may use traditional merit increases and alternative methods of compensation such as one-time compensation/bonuses and promotions-in-place as methods of compensation.

~~Career Enrichment:~~

~~This will be a joint commitment by the employee and supervisor to both activity and service as part of the Career Enrichment Program. Employees who have established a consistent record of above satisfactory performance of the duties and responsibilities of their current position will be eligible to apply to participate in a program focusing on enhancing and capitalizing on strengths. This will be done by participating in setting stretch goals and additional development opportunities, with expected results of increased skills and engagement.~~

~~An employee's compensation and salary increases will depend on the character and level of performance that is demonstrated and documented in annual performance reviews. Successful completion of the Career Enrichment Program could result in additional compensation above the merit increase.~~

- (5) External Market Competitiveness: The College will utilize standard external resources to benchmark salaries and benefits. Where applicable, both private and public sector resources and organizations will be used for comparisons.
- (6) Internal Comparisons: The College believes that administrative and staff positions within our organization with comparable responsibilities, skills, decision-making authority, education and/or experience should be paid within the same salary band. However, higher pay in a band should be associated with:

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- a. GREATER RESPONSIBILITY
- b. DECISION-MAKING AUTHORITY
- c. MERITORIOUS PERFORMANCE
- d. ENGAGEMENT ACTIVITY
- e. LEADERSHIP ACTIVITY
- f. STRETCH AND OTHER ASSIGNMENTS/SERVICE
- g. COMPETENCY ATTAINMENT

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

6/1/08 (New)

[THE DELETED SECTIONS BELOW WILL BE INCORPORATED INTO PROCEDURES IN SECTION 3-02 EMPLOYMENT]

~~(D) Initial Placement in the Salary Band~~

~~The Human Resource Department shall review all current and new job classifications and apply a formal point factor job evaluation system to evaluate the value of the duties, responsibilities, skills, and competencies necessary to successfully perform the duties of that position. Each job classification will be placed into a job family and appropriate salary band based on the above point factor job evaluation process.~~

~~(E) New Hires~~

~~Under most normal circumstances, new employees will be hired at the base of the targeted hiring range of a classification in the salary band as established by the Human Resource Department. In some instances, incoming employees may possess significant education, experience and/or skills that would warrant a starting salary above the targeted hiring range of the position. The President will establish criteria to monitor appropriate placement of employees who meet these circumstances.~~

~~(I) Hard to Recruit Positions~~

~~From time to time, the College may experience extraordinary circumstances for certain positions due to market forces or due to new or emerging needs. The President may declare these positions as hard to recruit under the current pay system. This designation will give the President the authority to use different/extraordinary methods of compensation that are generally accepted in the business world to attract the hard to recruit positions (e.g., hiring bonuses or a higher starting salary). The President will establish criteria to determine what constitutes a hard to recruit position.~~



COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

DATE: _____

SUBJECT:

Construction Contract Award: Center for Technology and Learning (TL) Science Lab

BACKGROUND INFORMATION:

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

Using state capital funds, an existing classroom in the Center for Technology and Learning is being converted to a new science laboratory. The building was commissioned in the summer of 2002 as a state-of-the-art laboratory building. Laboratory utility components (RO water, gases and exhaust for laboratory fume hoods) are already roughed-in above the classroom ceiling. The available utilities make it the best choice for renovation to a fully functioning science laboratory. The new science laboratory is designed with the flexibility to offer classes across various science disciplines. This provides additional laboratory space that will ensure the College can schedule the classes needed by our students.

The construction portion of this renovation project includes mechanical, electrical and plumbing upgrades, new flooring, IT cabling and smart classroom audio-visual equipment improvements. The science laboratory will receive environmentally controlled chamber rooms, bench top incubators, plate pourers, a new fume hood and autoclave. The new laboratory equipment will be locally funded. The total construction project budget is \$510,000. The project is on track to be completed by January 2017.

Using the statutorily-required bidding process for construction contracts, the lowest responsive and responsible bidder is the Central Ohio Building Company, Inc.

RECOMMENDATION:

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

<u>Project</u>	<u>Company</u>	<u>Amount</u>
TL Science Lab	Central Ohio Building Company, Inc.	\$308,471



COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

DATE: _____

SUBJECT:

Preliminary Year-End Financial Statements for the period ending June 30, 2016

BACKGROUND INFORMATION:

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

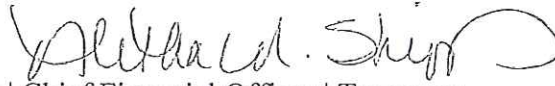
RECOMMENDATION:

That the Preliminary Year-End Financial Statements for the period ending June 30, 2016 be accepted as presented.

COLUMBUS STATE

COMMUNITY COLLEGE

July 14, 2016

TO: Dr. David T. Harrison, President 
FROM: Aletha M. Shipley, Vice President | Chief Financial Officer | Treasurer
SUBJECT: Preliminary Year-End Financial Statements as of June 30, 2016

Attached are the preliminary year-end financial statements of the Columbus State Community College District, the Foundation, and the President's Discretionary Fund for the period ended June 30, 2016.

1. General Fund (Exhibit B)

Revenues. Projected year-end tuition revenue is almost \$665,800 higher than the Revised Budget due to both Spring 2016 and Summer 2016 enrollment being higher than what was projected in January. Other revenues (Fees, Special Courses, Contracted Services, and Miscellaneous) are about \$977,000 higher than the Revised Budget, some of which is also the result of higher than expected enrollment. Another contributing factor for other revenues being higher than expected is that the payment deferral option charge, which is new in FY16, lacks of historical trends resulting in a very conservative projection in the revised budget approved in January 2016.

Term	Original	Actual	Budget to		Current Year	%
	Budgeted		Increase/ Decrease	Prior Year		
Credit Hours	Credit Hours*	FTEs	FTEs*	Variance		
Summer 2015**	42,690	40,978	-4.0%	7,502	5,939	-20.8%
Autumn 2015	203,685	218,055	7.1%	14,134	14,537	2.8%
Spring 2016	190,459	210,835	10.7%	13,239	14,056	6.2%
Summer 2016**	50,114	47,504	-5.2%	5,939	5,865	-1.3%

* Summer 2015 and Autumn 2015 terms represent official Census Day figures from the Ohio Department of Higher Education. Spring 2016 credit hours and FTEs are projected, not the preliminary Census day numbers used historically, given changes in the deregistration process for non-payment, currently as a pilot, and the new deferred payment plan. Summer 2016 represents a projection from the Budget Office.

** Summer semester 2015 straddles both FY15 and FY16, with 46% of the revenue attributed to FY16. Likewise, Summer semester 2016 straddles both FY16 and FY17, with 54% of the revenue attributed to FY16.

Expenses. FY16 projected year-end operating expenses are 3.7% below the revised budget, and 0.3% above FY15 audited spending.

Projected Year End Net Income. In the April financials, Net Operating Revenues (column G, row 32) was projected to be \$6.1 million, which the Board of Trustees allocated for the strategic priorities of Capital Equipment (\$1.1 million), Student Success and Innovation (\$1.0 million), and Capital Improvements (\$4.0 million). Updated revenue and expense projections indicate we may have \$1.8 million more in net operating income which will be allocated to Capital Improvements as authorized by the Board at its May meeting.

2. Auxiliary Fund (Exhibit D)

The auxiliary fund's revenues are projected to exceed budget by approximately \$463,000. Expenses are nearly equal through the same period last year and are expected to end the year at \$2.5 million, or 17.3% under budget, largely due to lower than anticipated spending for seasonal employment and merchant/banking fees in the bookstore, and strategic initiatives in the area of Auxiliary Administration. Year-end net operating income is projected at approximately \$925,000. The bookstore's net operating revenues continue to decline as textbook affordability initiatives continue to flourish. These circumstances continue to be monitored closely to ensure the bookstore and food services can continue as operations self-sustained within the auxiliary fund.

3. President's Discretionary Fund (Exhibit F)

To-date disbursements of \$2,825 left a balance of \$17,175 for June in this Fund.

4. Foundation (Exhibits G and H)

Foundation contributions through June are \$132,417 higher than the same period last year. Management and General expenses are higher due primarily to personnel costs previously funded by College auxiliary funds now covered by administrative fees allowed by grants awarded to the Foundation and higher expenses related to fundraising and recognition events. Net investment activity in the current year decreased \$17,579 from last month, although earnings are up \$39,603 from June of last year.

5. Investments

The College's portfolio is invested consistent with its investment policy, with 38.44% currently invested in STAR Ohio, STAR Plus, and other money markets, with the balance in various federal agencies, municipal bonds, and treasury notes.

COLUMBUS STATE COMMUNITY COLLEGE
BALANCE SHEET AT JUNE 30, 2016
 With Comparative Figures at June 30, 2015

EXHIBIT A

<u>Assets</u>	<u>June 30,</u> 2016	<u>June 30,</u> 2015	<u>Liabilities and Fund Balance</u>	<u>June 30,</u> 2016	<u>June 30,</u> 2015
<u>Current Funds</u>			<u>Current Funds</u>		
<u>Unrestricted</u>			<u>Unrestricted</u>		
Educational and general			Educational and general		
Cash	\$ 6,058,215	\$ 7,841,106	Accounts payable	\$ 10,202,554	\$ 9,880,110
Investments (including money markets at cost and treasury bills and agency discount notes at market - (note 1))			Deferred income		
Accounts receivable, net of allowance for doubtful accounts	117,922,602	112,363,256	Student tuition	5,932,612	19,999,106
Interest receivable	7,998,330	20,893,621	Lab fees and credit bank	277,704	786,937
Prepaid expense	862,258	1,180,801	Due to auxiliary funds	-	-
Due from agency funds			Due to restricted funds	26,785,303	22,967,689
Due from auxiliary funds	1,035,705	1,495,458	Due to plant funds	133,700	-
Total educational & general	\$ 133,877,110	\$ 144,794,408	Due to agency funds		
			Fund balances (Exhibit C):		
			Allocated	68,173,460	65,755,386
			Unallocated	22,371,776	25,405,180
			Total fund balances	90,545,236	91,160,566
			Total educational & general	\$ 133,877,110	\$ 144,794,408
<u>Auxiliary enterprise</u>			<u>Auxiliary enterprise</u>		
Cash	\$ 3,905,762	\$ 3,829,480	Accounts payable	\$ 19,246	\$ 1,303
Investments	8,385,293	8,328,790	Due to educational & general fund	1,035,705	1,022,979
Accounts receivable	665,843	117,618	Due to Plant Fund	1,482,174	1,475,070
Inventories, at cost as defined (note 2)	2,982,691	3,041,870	Fund balances (Exhibit D):		
Other Assets	85,358	78,253	Allocated		
Due from general fund			Unallocated	13,487,822	13,413,263
Due from grant funds			Total fund balances	13,487,822	13,413,263
Total auxiliary enterprise	\$ 15,024,947	\$ 15,912,615	Total auxiliary enterprise	16,024,947	15,912,615
Total unrestricted	\$ 149,902,057	\$ 160,707,023	Total unrestricted	\$ 149,902,057	\$ 160,707,023
Total current funds	\$ 149,902,057	\$ 160,707,023	Total current funds	\$ 149,902,057	\$ 160,707,023
	[A]	[B]		[C]	[D]

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

(Continued)

EXHIBIT B
COLUMBUS STATE COMMUNITY COLLEGE
OPERATIONAL BUDGET COMPARISON
FOR THE TWELVE MONTHS ENDED JUNE 30, 2016
With Comparative Figures at June 30, 2015

	FY 16			FY 15			FY 16 Projected Year End			FY 15 Audited		
	Revised Budget as approved January 2016	Expended to Date (Actual & Encumbrances)	% of Budget Expended to Date	Revised Budget as approved January 2015	Expended to Date (Actual & Encumbrances)	% of Budget Expended to Date	FY 16 Projected Year End	Projected % of Budget	FY 16 Projected Year End	FY 15 Audited Year End	Projected % of Budget	
Revenues:												
Appropriations												
Subsidy	\$ 63,651,910	\$ 63,651,910	100.00%	\$ 61,204,273	\$ 61,204,273	100.00%	\$ 63,651,910	100.00%	\$ 61,204,273	100.00%		
Student Support Services	-	18,812	-	-	42,529	-	18,812	-	42,529	-		
Student	63,651,910	63,670,722	100.03%	61,204,273	61,246,802	100.07%	63,670,722	100.03%	61,246,802	100.07%		
Tuition	69,775,325	70,666,070	101.31%	70,599,986	70,458,069	99.80%	70,441,091	100.95%	70,311,673	99.59%		
Fees	3,810,117	4,331,838	113.69%	4,092,691	3,843,165	93.90%	4,331,838	113.69%	3,841,854	93.87%		
Special courses	1,125,210	1,339,542	119.05%	1,045,530	1,378,089	131.81%	1,351,101	120.08%	1,370,449	131.08%		
Contracted Services	74,710,652	76,357,449	102.20%	75,738,207	75,679,324	99.92%	76,124,030	101.89%	75,523,976	99.72%		
Net	309,234	423,270	136.88%	100,000	325,582	325.58%	423,270	136.88%	478,940	478.94%		
Other	309,234	423,270	136.88%	100,000	325,582	325.58%	423,270	136.88%	478,940	478.94%		
Partnership Revenue	3,480	3,759	-	250,000	269,733	107.89%	3,759	-	269,733	107.89%		
Miscellaneous	448,514	536,685	119.66%	370,000	450,534	121.77%	563,353	125.60%	553,984	149.73%		
Total revenues	451,994	540,444	119.57%	620,000	720,267	116.17%	567,112	125.47%	823,717	132.86%		
Operating Expenditures	139,123,790	140,991,885	101.34%	137,662,480	137,971,975	100.22%	140,785,134	101.19%	138,073,435	100.30%		
Educational & general (Instructional)	71,908,341	70,168,386	97.58%	73,069,606	71,485,270	97.83%	70,692,951	98.31%	70,776,554	96.86%		
Library	1,958,422	1,761,291	89.93%	1,987,766	1,846,907	92.91%	1,788,078	91.30%	1,852,634	93.20%		
General	10,846,259	9,814,660	90.49%	10,195,213	9,302,129	91.24%	9,989,653	92.10%	9,470,681	92.89%		
Information Technology	12,833,001	12,123,032	94.47%	13,293,384	12,319,837	92.68%	12,319,837	94.82%	12,334,256	92.78%		
Student Services	13,827,151	13,207,620	95.52%	14,425,589	13,646,544	94.60%	13,135,656	95.00%	13,739,721	95.25%		
Operation and maintenance of plant	15,035,149	14,191,836	94.39%	13,463,128	13,432,764	99.63%	14,559,080	96.83%	13,815,511	102.47%		
Administration	9,170,359	8,144,769	88.82%	8,631,409	8,562,024	96.95%	8,127,031	88.62%	8,171,540	92.53%		
Transfer for debt service	1,423,739	1,423,739	100.00%	1,376,385	1,376,385	100.00%	1,423,739	100.00%	1,376,385	100.00%		
Total expenditures	137,002,421	130,835,332	95.50%	136,662,480	131,971,859	96.57%	131,884,676	96.26%	131,537,292	96.25%		
Non-operating & Encumbered	-	-	-	-	-	-	-	-	-	-		
Transfer for Capital Equipment	-	-	-	-	-	-	-	-	-	-		
Transfer for One-Time Compensation	-	-	-	-	-	-	-	-	-	-		
Transfer for Capital Improvements	300,000	-	-	-	-	-	1,100,000	N/A	2,100,000	210.00%		
Transfer for Scholarships	-	-	-	-	-	-	4,300,000	N/A	1,100,000	0.00%		
Transfer for Student Success and Innovation	-	-	-	-	-	-	-	N/A	-	0.00%		
Transfer for Technology Initiatives	-	-	-	-	-	-	1,000,000	N/A	1,600,000	0.00%		
Total expenditures and transfers	1,800,000	130,835,332	84.06%	137,662,480	131,971,859	95.87%	140,084,676	100.71%	138,537,292	100.04%		
Operational revenues	139,102,421	10,156,553	N/A	-	6,000,116	N/A	700,458	N/A	(463,858)	N/A		
Interest Income	21,369	-	-	-	-	-	-	-	-	-		
Net Operating revenues	\$ 150,000	\$ 1,123,213	748.81%	\$ -	\$ 663,679	-	\$ 1,123,213	-	\$ 688,848	-		
Reserve expenditures from Exhibit C	171,369	11,279,766	-	-	6,683,794	-	1,823,671	-	224,991	-		
Net Revenues/(Expenditures)	(A) \$ -	(B) \$ 8,232,158	(C)	(D) \$ -	(E) \$ (2,046,933)	(F)	(G) \$ 5,167,991	(H)	(I) \$ (681,404)	(J)		
Net Revenues/(Expenditures)	-	3,047,608	-	-	(2,046,933)	-	5,167,991	-	886,395	-		

* Net Operating revenues, including Interest Income, before Transfers and additional Strategic Allocations (rows (23) - (26)) was \$6,224,991 in FY15 (col (I)) and \$7,923,671 Projected for FY16 (col (G))

COLUMBUS STATE COMMUNITY COLLEGE
 STATEMENT OF CHANGES IN FUND BALANCES OF CURRENT
 EDUCATIONAL AND GENERAL FUNDS
 FOR THE TWELVE MONTHS ENDED JUNE 30, 2016

EXHIBIT C

	Balance at June 30, 2015	Net Increase for Current Period	Board Approved Additions	Transfers	Expenditures	Balance at June 30, 2016
Unrestricted						
Allocated						
Capital Improvements & Land Acquisition	\$ 13,262,891	\$ -	\$ 2,034,000	\$(41,000)	\$(286,390)	\$ 14,969,501 (1)
Carpet/Furniture Reupholstering	146,861	-	-	-	(31,994)	114,867 (2)
Madison Hall One Stop Center	25,000	-	716,000	41,000	(658,611)	123,390 (3)
Jefferson Ave/Grove Street Repaving	-	-	650,000	-	(75,925)	574,075 (4)
Space Efficiency Upgrades	872,450	-	-	-	(258,935)	613,515 (5)
Project Planning	21,503	-	-	-	-	21,503 (6)
Union Hall Renovation	436,044	-	-	-	(138,780)	297,264 (7)
Site Development/Delaware Campus	1,172,279	-	-	-	-	1,172,279 (8)
Bookstore/DX Modifications	263,490	-	-	-	(24,500)	263,490 (9)
Facilities Infrastructure Improvements	113,053	-	-	-	(28,240)	88,553 (10)
Student Support Services	116,638	-	-	18,812	-	107,210 (11)
Message Therapy Space	2,829	-	-	-	(922,796)	2,829 (12)
Capital Equipment	8,235,805	-	1,100,000	-	-	8,413,009 (13)
Target 2002	333,088	-	-	-	-	333,088 (14)
Collective Bargaining	33,104	-	-	-	-	33,104 (15)
Budget/Tuition Stabilization	20,756,987	-	-	-	-	20,756,987 (16)
Accumulated Lab Fees	1,457,455	-	-	50,504	-	1,272,539 (17)
Broadbanding	133,653	-	-	-	(235,420)	125,353 (18)
Think Again Scholarship	2,438,010	-	-	-	(8,300)	1,950,321 (19)
Student Success and Innovation	8,483,425	-	-	-	(487,689)	8,115,430 (20)
Strategic Growth Initiatives	2,504,305	-	1,000,000	-	(1,367,995)	699,015 (21)
Technology Initiatives	2,534,755	-	-	-	(1,805,290)	3,071,054 (22)
Human Capacity Development/Wellness	311,266	-	1,800,000	-	(1,263,701)	311,266 (23)
Campus Safety Initiatives	912,862	-	-	-	(333,476)	579,386 (24)
Energy Efficiency/Sustainability Initiatives	2,168,918	-	-	-	(104,273)	2,064,645 (25)
Delaware Campus Operations	-	-	-	-	-	- (26)
Health Care Self-Insurance Escrow	1,241,018	-	-	-	-	1,241,018 (27)
Health Care HSA Incentive	86,636	-	-	-	-	86,636 (28)
Self-Insured Workers Compensation Benefits	152,500	-	-	-	-	152,500 (29)
Voluntary Separation Incentive Plan	-	-	-	-	-	- (30)
One-Time Compensation	111,800	-	-	-	(67,299)	44,501 (31)
Partnerships for Student Success	148,959	-	-	-	(132,545)	16,414 (32)
Workforce Development	500,000	-	-	-	-	500,000 (33)
Tobacco Free Campus Implementation	57,219	-	-	-	-	57,219 (34)
PERFORMS	1,499	-	-	-	-	1,499 (35)
Unallocated	69,036,302	-	7,300,000	69,316	(8,232,158)	68,173,460 (36)
Total General Fund	\$ 17,920,726	\$ 3,588,208	\$ (7,300,000)	\$(69,316)	\$ 8,232,158	\$ 22,371,776 (37)
	\$ 86,957,028	\$ 3,588,208	\$ -	\$ -	\$ -	\$ 90,545,236 (38)

**COLUMBUS STATE COMMUNITY COLLEGE
OPERATIONAL BUDGET COMPARISON FOR AUXILIARY SERVICES
FOR THE TWELVE MONTHS ENDED JUNE 30, 2015**
With Comparative Figures at June 30, 2015

EXHIBIT D

Auxiliary	FY 16			FY 15			FY 15 Projected Year End			FY 15 Audited	
	Revised Budget as approved January 2016	Actual to Date	% of Budget Expended to Date	Revised Budget as approved January 2015	Actual to Date	% of Budget Expended to Date	FY 16 Projected Year End	Projected % of Budget	FY 15 Audited Year End	Projected % of Budget	
Sales/Revenues											
Bookstore	\$ 12,474,706	\$ 12,938,442	103.72%	\$ 13,325,234	\$ 13,161,713	98.77%	\$ 12,938,442	103.72%	\$ 13,161,828	98.77%	
Food Services	389,227	388,419	99.79%	350,000	400,100	111.16%	388,419	99.79%	401,998	111.67%	
Total Revenues	12,863,933	13,326,861	103.60%	13,675,234	13,561,813	99.10%	13,326,861	103.60%	13,563,826	99.11%	
Cost of Goods Sold											
Bookstore	9,712,295	9,843,611	101.35%	10,565,924	10,028,723	94.74%	9,843,611	101.35%	10,031,098	94.76%	
Food Service	65,000	55,983	86.13%	55,000	57,219	104.03%	55,983	86.13%	62,445	113.54%	
Gross Margin	3,086,638	3,427,267	111.04%	3,044,310	3,475,951	114.18%	3,427,267	111.04%	3,470,283	113.99%	
Operating Expenses											
Bookstore	1,856,351	1,632,338	87.93%	1,893,766	1,650,130	87.14%	1,671,628	90.05%	1,696,974	89.61%	
Food Services	250,745	179,434	71.56%	223,717	117,331	52.45%	198,477	79.55%	120,065	53.67%	
Auxiliary Administration	916,034	604,003	65.94%	924,658	635,191	68.69%	630,245	68.00%	690,873	74.72%	
Total Expenses	3,023,130	2,415,775	79.91%	3,042,141	2,402,650	78.98%	2,501,350	82.74%	2,507,912	82.44%	
Auxiliary Net Operating Income/(Loss)	63,508	1,011,482	1592.70%	2,169	1,073,291	49483.22%	925,917	1457.95%	962,371	44369.34%	
Net Income/(Loss)											
Bookstore	906,060	1,462,493	161.41%	845,544	1,462,852	175.37%	1,423,203	157.00%	1,433,756	169.57%	
Food Services	73,482	153,002	208.22%	81,283	225,630	277.59%	132,959	180.84%	219,408	270.03%	
Auxiliary Administration	(916,034)	(604,003)	65.94%	(924,658)	(635,191)	68.69%	(630,245)	68.00%	(690,873)	74.72%	
Net Auxiliary Income/(Loss)	63,508	1,011,482	1592.70%	2,169	1,073,291	49483.22%	925,917	1457.95%	962,371	44369.34%	
Auxiliary Fund Balance at June 30, 2015											
Non-operating Revenues/Expenditures	(250,000)	13,336,320		(119,000)	12,424,640		(105,000)		(105,000)		
College Credit Plus	(1,000,000)	(102,933)			(84,668)		(900,000)		(47,210)		
Food Services/Renovations	(250,000)	(757,057)									
Transfers											
Audit Entries											
Auxiliary Fund Balance at June 30, 2016	\$ 13,487,822	\$ 13,413,263		\$ 13,413,263	\$ 13,413,263		\$ (79,083)		\$ 915,161		

EXHIBIT E

COLUMBUS STATE COMMUNITY COLLEGE
CASH FLOW FORECAST
AS OF JUNE 30, 2016

	Actual January 2016	Actual February 2016	Actual March 2016	Actual April 2016	Actual May 2016	Actual June 2016	
Beginning Cash	\$ 7,757,278	6,426,401	12,712,308	6,510,507	6,327,319	12,007,786	(1)
Cash Receipts	15,735,145	7,293,615	7,956,854	8,105,449	15,303,171	6,522,262	(2)
Cash Disbursements	(12,122,887)	(11,445,510)	(11,969,694)	(11,337,627)	(9,802,673)	(13,979,010)	(3)
Financial Aid	11,556,865	2,437,802	(2,188,961)	548,990	179,969	1,101,247	(4)
Outflow for investments	(16,500,000)	-	-	-	-	-	(5)
Inflow from investments	-	8,000,000	-	2,500,000	-	-	(6)
Ending Cash	\$ 6,426,401	12,712,308	6,510,507	6,327,319	12,007,786	5,652,285	(7)

	Forecasted July 2016	Forecasted August 2016	Forecasted September 2016	Forecasted October 2016	Forecasted November 2016	Forecasted December 2016	
Beginning Cash	\$ 5,652,285	5,129,285	5,104,285	5,054,285	5,244,285	5,169,285	(8)
Cash Receipts	7,075,000	18,700,000	8,200,000	7,150,000	5,400,000	7,900,000	(9)
Cash Disbursements	(13,500,000)	(12,000,000)	(12,500,000)	(11,500,000)	(11,500,000)	(10,500,000)	(10)
Financial Aid	(598,000)	9,775,000	4,250,000	40,000	(2,475,000)	850,000	(11)
Outflow for investments	-	(20,500,000)	-	-	-	-	(12)
Inflow from investments	6,500,000	4,000,000	-	4,500,000	8,500,000	2,000,000	(13)
Ending Cash	\$ 5,129,285	5,104,285	5,054,285	5,244,285	5,169,285	5,419,285	(14)

COLUMBUS STATE COMMUNITY COLLEGE
 PRESIDENT'S DISCRETIONARY FUND
 STATEMENT OF CASH RECEIPTS AND DISBURSEMENTS
 FOR THE TWELVE MONTHS ENDED JUNE 30, 2016

EXHIBIT F

Cash at Beginning of Period		\$ 20,000	(1)
		<u> </u>	(2)
<u>Receipts:</u>			(3)
			(4)
		-	(5)
			(6)
<u>Disbursements:</u>			(7)
Oberer's Flowers	2,761		(8)
Columbus State Bookstore	64	2,825	(9)
		<u> </u>	(10)
	[A]	\$ <u>17,175</u>	(11)
		<u> </u>	
		[C]	

NOTE:

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

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

COLUMBUS STATE COMMUNITY COLLEGE DEVELOPMENT FOUNDATION
BALANCE SHEET AT JUNE 30, 2016
With Comparative Figures at June 30, 2015

<u>Assets</u>	<u>June 30, 2016</u>	<u>June 30, 2015</u>	
Cash	\$ 877,159	\$ 1,264,302	(1)
Investments at market value (see note)	7,355,294	7,282,687	(2)
Pledges Receivable	4,279,790	5,398,409	(3)
Accounts Receivable	57,591	3,422	(4)
Total Assets	<u>\$ 12,569,834</u>	<u>\$ 13,948,820</u>	(5)
<u>Liabilities</u>			
Due to general fund	\$ -	\$ -	(6)
Pledge Payable	-	-	(7)
Trade Payables	<u>243,910</u>	<u>722,643</u>	(8)
Total Liabilities	<u>243,910</u>	<u>722,643</u>	(9)
<u>Fund balance</u>			
Permanently Restricted	4,110,420	4,041,135	(10)
Temporarily Restricted	5,546,412	6,657,540	(11)
Unrestricted	<u>2,669,092</u>	<u>2,527,502</u>	(12)
			(13)
Total fund balance	<u>12,325,924</u>	<u>13,226,177</u>	(14)
			(15)
Total Liabilities and fund balance	<u>\$ 12,569,834</u>	<u>\$ 13,948,820</u>	(16)
	[A]	[B]	(17)
			(18)

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	\$ 193,310	193,310	2.63%
Equities	3,880,703	3,946,532	53.66%
Fixed Income	2,091,543	2,128,117	28.93%
Mutual Funds	<u>1,068,092</u>	<u>1,087,335</u>	<u>14.78%</u>
Total Investments	<u>\$ 7,233,648</u>	<u>\$ 7,355,294</u>	<u>100.00%</u>

EXHIBIT H

COLUMBUS STATE COMMUNITY COLLEGE DEVELOPMENT FOUNDATION
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE
FOR THE TWELVE MONTHS ENDED JUNE 30, 2016
With Comparative Figures at June 30, 2015

	June 30, 2016			June 30, 2015	
	Unrestricted	Temporarily Restricted	Permanently Restricted	Total All Funds	Total All Funds
Revenue					
Contributions - Scholarships and Programs	\$ 148,625	\$ 104,557	\$ 43,262	\$ 296,444	\$ 230,785
Contributions for Taste the Future	196,642	-	-	196,642	167,684
Contributions for Columbus State Corporate Gift	-	74,050	-	74,050	36,250
Administration Fee Income	-	-	-	-	-
Interest Income	248	310	-	558	44,556
Investment Income					
Realized	120,241	180,361	-	300,602	274,854
Unrealized	(90,988)	(136,483)	-	(227,471)	(241,326)
Investment income-subtotal	29,253	43,878	-	73,131	33,528
Total revenues	<u>374,768</u>	<u>222,795</u>	<u>43,262</u>	<u>640,825</u>	<u>513,340</u>
Expenditures					
Scholarships and Projects					
Contributions to Columbus State	-	229,492	-	229,492	227,558
Corporate Gift	-	28,750	-	28,750	780,250
Administrative Fee Expense	-	1,084,513	-	1,084,513	1,101,327
Management and general	225,371	-	-	225,371	44,556
Total expenditures	<u>225,371</u>	<u>1,342,755</u>	<u>-</u>	<u>1,568,126</u>	<u>156,917</u>
Excess (deficit) of revenues over expenditures	149,397	(1,119,960)	43,262	(927,301)	(1,797,268)
Transfers	(6,250)	(4,033)	12,283	-	-
Fund balance at beginning of period	<u>2,527,945</u>	<u>6,670,405</u>	<u>4,054,875</u>	<u>13,253,225</u>	<u>15,023,445</u>
Fund balance at end of period	<u>\$ 2,669,092</u>	<u>\$ 5,546,412</u>	<u>\$ 4,110,420</u>	<u>\$ 12,325,924</u>	<u>\$ 13,226,177</u>
	[A]	[B]	[C]	[D]	[F]

COLUMBUS STATE COMMUNITY COLLEGE
NOTES TO FINANCIAL STATEMENTS
AS OF JUNE 30, 2016

1) Investments

Investment Fund	Cost	Market Value	Yield to Maturity*	Average Maturity (days)
STAR Ohio/Operating	\$ 23,255,168	\$ 23,255,168	0.52%	1
STAR Ohio/Plant	1,159,890	1,159,890	0.52%	1
STAR Ohio/Auxiliary	3,397,805	3,397,805	0.52%	1
STAR Plus	15,073,641	15,073,641	0.37%	1
CSCC Operating Fund 1	35,558,454	35,554,463	0.91%	406
CSCC Operating Fund 2	34,592,551	34,956,395	1.18%	762
Auxiliary Services	4,945,454	4,971,072	1.03%	345
Plant Fund	8,998,100	9,082,934	1.21%	737
	\$ <u>126,981,063</u>	\$ <u>127,451,369</u>		

* Weighted

Portfolio Composition	Type	% of Total
	STAR Ohio	33.65%
	Agencies	51.58% *
	Municipal Bonds	6.25%
	Treasury Notes	3.74%
	Cash & Equivalents	4.79%
		<u>100.00%</u>

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

2) Inventories

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

3) Plant Funds

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

4) Long-term debt

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

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

5) Interfund Accounts

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



COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

DATE: _____

SUBJECT:

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>
Lori Billenstein	Director	TRIO & Special Projects	05/16/16	\$72,673
Bradyn Dronsfield	Groundkeeper I	Facilities	05/16/16	\$25,771
Phyllis Gorman	Assistant Director	Human Resources	06/20/16	\$70,000
Melissa Helpman	Teaching Assistant	Allied Health	07/01/16	\$38,209
Samuel Howard	Librarian	Library	06/16/16	\$44,034
Jacqueline Leisenheimer	Business Partner	Human Resources	06/16/16	\$50,255
Mindy Raver	Specialist	Facilities	05/23/16	\$33,134
Genevieve Sharron	Program Coordinator	Student Engagement & Leadership	06/01/16	\$48,375
Michell Ward	Program Coordinator	Admissions	06/01/16	\$48,375
Mike Wise	Groundskeeper I	Facilities	05/16/16	\$25,771

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>
Valentine Cabell	Accountant	Financial Accounting & Reporting	05/20/16
Dane Galden	Instructor	Business Programs	05/13/16
Terri Gehr	Senior Vice President	Business and Administrative Services	06/30/16
Angel Gondek	Supervisor	Library	05/06/16
Anthony Key	Groundskeeper	Facilities	04/29/16
Sherry Layton	Supervisor	Grants Accounting	05/31/16
Jennifer Leggett	Specialist	Records	06/30/16
Stephanie Pfeifer	Advisor	Center for Advising Support & Exp.	04/29/16
Julie Raadschelders	Chairperson	Social Sciences	05/03/16
Kristina Schmid	Assistant Professor	Mathematics	05/16/16
Kevin Smith	Lieutenant/Supervisor	Police Department	06/30/16